CUSTOMER SATISFACTION SURVEY (CSS)

REPORT FOR

LIMPOPO DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM (LEDET)

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ACCRONYMS AND ABBREVIATIONS

BP	Batho Pele
BPR	Business Process Re-engineering
CSS	Customer Satisfaction Survey
LEDET	Limpopo Economic Development , Environment and Tourism
GITO	Government Information Technology Office
HoD	Head of Department
HR	Human Resources
IT	Information Technology
LIBSA	Limpopo Business Support Agency
LIMDEV	Limpopo Economic Development Enterprise
LTP	Limpopo Tourism and Parks
PAs	Performance Agreements
PS	Public Service
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SMME	Small Micro, Medium Enterprises
SOEs	State-Owned Enterprises
TE	Talent Emporium
TIL	Trade and Investment Limpopo
ToRs	Terms of Reference
WTPS	White Paper on the Transformation of the Public Service
WPTPSD	White Paper on the Transformation of Public Service Delivery

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PART A

CHAPTER ONE

1.1 Report Structure

The Limpopo Economic Development, Environment and Tourism (LEDET)'s Customer Satisfaction Survey (CSS) report is structured into different logical parts in order to ensure that it is reader-friendly, it has a logical flow and it is also coherent. The report is divided into the following parts and chapters:

1.1.1 Part A is a general section of the report comprising chapter one which in turn covers the following aspects of the report:

- The Report Structure which explains how the report is structured

- The Executive Summary

- Introduction and Terms of Reference (ToRs)

1.1.2 **Part B** focuses solely on the Internal part of the CSS. The following are the key chapters of Part B:

- Chapter 2: Research Design

- Chapter 3: Research Survey Roll-Out - Data Collection and Capturing

- Chapter 4: Survey Findings

1.1.3 Part C focuses solely on the External part of the CSS. The following are the key chapters of Part C:

- Chapter 5: Research Design

- Chapter 6: Data Collection and Capturing

- Chapter 7: Survey Findings

1.1.4 **_Part D_ focuses on the Recommendations which are divided into the following chapters:**

- Chapter 8: Internal Survey Recommendations

- Chapter 9: External Survey Recommendations

1.1.5 **_Part E_** focuses on the overall conclusion of the CSS Report.

1.2 Executive Summary

The Executive Summary is divided into two major sections. Section 1.2.1 focuses on the internal part of the CSS, whilst Section 1.2.2 focuses on the external part of the C SS.

1.2.1. Internal Customer Satisfaction Survey

Generally customer satisfaction surveys are synonymous with external customers. However, it is commendable that LEDET in commissioning this survey, it recognises the importance of also focusing on its internal customers as well. The axiom "happy employees generally lead to happy customers" underscores the importance of LEDET's internal CSS. By focusing on its internal customers, LEDET, through the CSS, also helps to engender and inculcate a customer-centric culture. Before employees recognize the public as customers, they need to first and foremost get used to the notion that when they provide inputs / services to other employees in the service delivery value chain internally – they are in fact providing a service to internal clients and therefore they need to ensure that they provide the service with the highest service standards.

Methodology and approach of the survey

A structured approach was employed to execute the internal CSS. The internal CSS comprised seven key phases. The key phases are, initiation and mobilization; situational analysis (including document reviews and in-depth interviews); research design, which

comprised sampling and questionnaire design issues among others; data collection; data capturing and report development.

Survey population and sampling

The internal CSS focused on LEDET's employees at the Head Office, the District Offices and the Nature Reserves. The total sample size of the survey was seven hundred and fifty (750) employees out of a population size of one thousand two hundred and forty one (1241).

Research tools

A self-administered questionnaire was developed for the internal CSS. The questionnaire was designed in such a way as to cover salient aspects of customer service such as the key Batho Pele principles and other underlying and systemic organizational factors such as communication, leadership, culture and climate among others.

Response rate

Five hundred and four (504) out of a sample size of seven hundred and fifty (750) employees completed the questionnaires. This represents a sixty seven percent (67%) response rate.

Key findings

A general observation of the key findings indicates that overall LEDET's internal customers are happy with the quality of services they receive from various directorates. Notwithstanding this, there are however also challenges that LEDET needs to address in order to improve the levels of satisfaction of its internal customers.

Another key general observation to highlight is that some of the key service related challenges can be attributed to the underlying organizational climate related issues. In other words, service delivery challenges are symptomatic of the deeper, more complex and interrelated factors such as culture, leadership, morale, conditions of service – among others.

The key findings of the internal CSS could be summarized as follows:

- Staff at district and nature reserves are generally less satisfied than staff at the Head Office

- Whilst about thirty two point nine percent (32.9%) of staff believe, that LEDET practices Batho Pele towards its own staff, there is still a significant portion of staff that is neutral with regard to whether LEDET practices Batho Pele towards its own staff. Fourteen point one percent (14.1%) strongly disagree that LEDET practices Batho Pele towards its own staff

- Fifty three point seven percent (53.7%) of LEDET internal customers are not aware of the service standards of the various directorates within LEDET

- The top six most accessed or used services by internal customers are human resources, cleaning, Employee Wellness Programm, internal communications and registry, information technology respectively

- Thirty seven percent (37%) of the respondents regard the level of service provision for disabled internal customers as poor

- There is recognition by the respondents that poor customer service can be attributed to other underlying factors such as staff not being motivated enough, staff not being well trained, poor leadership, lack of commitment to Batho Pele and red tape among other factors

- Sixty seven point six percent (67.6%) of the respondents indicate that LEDET leadership/management does not "walk the talk" , meaning that it does not, "practice what it preaches" with regard to Batho Pele

- Twenty one and half percent (21.5%) do not agree that LEDET's organizational climate is conducive towards a customer-centric culture. Twenty point three (20.3%) agree that LEDET's organizational culture is conducive towards creating a customer centric culture. On the other hand, a significant number of the respondents are neutral on this point – that is, thirty seven point nine (37.9%)

- Fifty one point three percent (51.3%) internal customers stated that they have never lodged a complaint regarding poor service

- The following are the key reasons for not lodging complaints:

  o Do not know what process to follow in order to lodge a complaint

  o Waste of time as complaints are never addressed

  o Fear of intimidation

  o Too many processes and procedures to follow.

Recommendations

The recommendations are divided into two categories, namely,"quick-wins or low hanging fruit" and medium to long term. The quick-wins or low hanging fruit refer to those recommendations that can be implemented within a relatively short period of time without necessarily incurring significant costs.

Quick-wins or low hanging fruit

The following are some of the quick-wins or low hanging fruit:

- Each directorate should develop, publish and popularize its own charter of Service Standards to its internal customers. These should be posted on the notice boards the respective directorates and also posted on the intranet. The service standards should be drafted in a simple and reader friendly manner

- SMS members who are in charge of Directorates should be held accountable – through their performance agreements – for ensuring that their directorates meet the minimum standards of their service standards

- Each Directorate should have a simple easy to administer questionnaire aimed at gauging internal customers' satisfaction levels

- Each directorate should have its own suggestion box aimed at encouraging suggestions on how to improve the quality of services offered to internal clients

- LEDET should focus on improving the standard of working conditions of staff especially at district offices and nature reserves. For instance, LEDET should ensure that basic facilities such as telephones, internet, office furniture , are always in good working order

- Leadership / management should be seen to be exemplary with regard to the spirit and practice of Batho Pele. The findings indicate that some staff members do not believe that the leadership/management practices what it preaches about Batho Pele.

Medium to long term

- LEDET needs to acknowledge that most of the findings on some of the key challenges facing LEDET, are just symptomatic of deeper underlying challenges. Therefore, instead of just addressing the immediate and obvious challenges, it is important for LEDET to conduct a comprehensive climate survey in order to diagnose and address the key underlying causes of poor customer service for internal customers

- Staff should attend a basic course on customer service which should also incorporate Batho Pele

- LEDET should ensure that in its marketing drive, it should target specifically each of its varied customer / market segment (i.e. youth, entrepreneurs, liquor and hunting license applicants) in order to ensure optimal marketing impact, i.e. such as more relevant groups / market segments knowing about LEDET's service offerings.

This section has provided a concise summary of the key aspects of the internal CSS.

1.2.2 External Customer Satisfaction Survey

Given the high levels of poverty and other socio-economic challenges facing Limpopo Province, the role and mandate of LEDET can not be over-emphasised. However, without efficient and effective customer-focused institutional machinery, LEDET's effectiveness in successfully realizing the objectives of its mandate runs the risk of being compromised.

It is against this background that the importance of improving and providing service delivery should be understood. The CSS is therefore a critical intervention aimed at identifying LEDET's service delivery challenges – as perceived by its external customers.

Methodology and Approach

The key phases of the external survey included the following:

- Project Initiation and mobilization

- As-IS / Situational Analysis

- Survey design

- Data collection

- Data capturing and analysis

- Report writing.

Sampling and response rate

The sample size of the survey was two thousand (2000). The sample included all the district municipalities and various categories of LEDET customer base – such as hunting and liquor license applicants.

One thousand, six hundred and twenty (1620) respondents out of a sample of two thousand (2000) completed the questionnaires. This represents a response rate of eighty one percent (81%).

Survey limitations

▪ Lack of willingness by prospective respondents to participate in the survey

▪ LEDET officials not present at Thusong Centres. As a result of the absence of LEDET officials at the Thusong Centres, the study was denied a "captive audience" to interview

▪ Lack of reliable database of LEDET customers

▪ Survey population size not specified.

Key findings

Whilst the findings are varied, generally external customers had positive feedback about LEDET. Notwithstanding this, there are service delivery challenges that LEDET needs to address as part of improving service delivery and increasing the levels of satisfaction of its customers.

The findings that are outlined below are not exhaustive, only those that stand-out are outlined[1] below:

▪ Nine hundred and ninety five respondents (995) , which is sixty eight and half percent (68.5%) indicated that they are aware of the existence of LEDET , whilst still a significant number, four hundred and fifty eight (458) , i.e. thirty one and half percent (31.5%), indicated that they do not know about the existence of LEDET

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[1] See Chapter Seven for a detailed coverage of the external survey findings and analysis

- Thirty seven percent (37%) of the respondents indicate that they got to know about LEDET through word-of-mouth, thirty one point nine percent(31.9%) through radio, twenty nine point nine percent (29.9%) and the twenty two point eight percent (22.8%) through television. Only ten point one percent (10.1%) knew about LEDET through internet. The low usage of internet as a means of interfacing with the Department could perhaps be attributed to the low internet penetration levels in Limpopo.

- Most of LEDET customers access the Department by physically going to the department instead of using other means such as emails or even going to the Thusong Centres. Forty eight point seven percent (48.7%) access the department physically, followed by eighteen point four percent (18.4%) who access it telephonically

- The most accessed service by LEDET customers or potential customers is with regard to information on SMME development and support (thirty eight point three percent (38.3%) followed by consumer complaints (21.9%) and liquor license application (18.3%) respectively. Hunting license application is the least accessed service with only three point one (3.1%)

- Seventy point one percent (70.1%) agree that LEDET staff is courteous when rendering services, whilst thirteen point nine percent (13.9%) strongly disagree

- According to the majority of the respondents, seventy point nine percent (70.9%), LEDET staff does not wear name tags. This is a clear violation of the Batho Pele requirements

- A significant percentage , fifty nine point eight (59.8%) of the respondents are not aware of LEDET's service standards, whilst forty point two (40.2%) indicate that they are aware

- Sixty two and half percent (62.5%)indicate that they have been part of LEDET 's consultation processes, whilst still a significant number of thirty seven and half (37.5%), indicate that they have not been part of any consultation

- Respondents were asked to rate the extent to which LEDET practices and adheres to Batho Pele, fifty one point seven percent (51.7%) (that is, four hundred and ninety five (495) rated LEDET as, "good". It is very encouraging that one hundred and two (102),

out of a total of nine hundred and fifty seven (957) who responded to this question rated LEDET as "excellent".

Recommendations

The following recommendations are not exhaustive, only some of the salient ones are highlighted[2] here. It is also important to note that some of the recommendations regarding the external aspects of the CSS, might overlap with those of the internal CSS, given that in reality the issues of external and internal customer satisfaction and Batho Pele in general, are not mutually exclusive. The challenges of both the internal and external aspects of service delivery are interrelated and therefore the solutions to them should not necessarily be "pigeon-holed" as, "internal" and "external" solutions or recommendations.

Some of the recommendations are aimed at addressing the challenges that can be resolved at a relatively short period of time without any significant financial implications. These are referred to as "quick-wins" or "low hanging fruit". Some of the recommendations are by nature systemic, institutional and therefore medium to long term in nature.

Quick Wins or Low Hanging Fruit

- LEDET officials should ensure that they comply with the Batho Pele requirements of ensuring that they wear their name tags at all times when on duty

- LEDET should have a structured and formal approach of ensuring that there are LEDET officials deployed and present at Thusong Centres at all times during business hours

- LEDET should strengthen its efforts of publicising and creating awareness about its existence and service offerings

- LEDET should find a simple and user-friendly way of creating awareness about its service standards.

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[2] See Part D, Chapter 9 for detailed coverage of the external recommendations

Medium to long term

- LEDET should conduct a climate survey to assess what the key enablers and disablers in the organization are – that impact on LEDET's staff's ability to effectively practice and comply with the spirit and practice of Batho Pele

- After the completion of a climate survey , a change management programme should be put in place to address the identified shortcomings as per the results of the climate survey

- LEDET should improve the efficiency of its customer databases to ensure that the particulars of its customers are regularly updated

- There should be seamless and collaborative marketing approach and customer education between LEDET and its SOEs

- Officials should be held more accountable for their performance that impact on service delivery by strengthening performance agreements

- There should be better coordination and monitoring of service delivery. Perhaps the Office of the Head of Department could strengthen its role in this regard by ensuring better monitoring and evaluation of service delivery

- LEDET's systems and processes should be less cumbersome and time-consuming in order to ensure faster turn around time. LEDET should therefore implement a business process reengineering intervention especially for its key processes such as liquor and hunting license applications

- LEDET should also seriously consider automating these key processes to improve turn around time and convenience for the applicants as they could just apply on-line

- LEDET needs to have a formal tracking system to monitor the process of resolving customer complaints. This could be done by ensuring that each Directorate head takes responsibility and accountability for addressing customer complaints an efficient and effective manner.

It must also be noted whilst some of the findings are not so positive, LEDET nevertheless needs to be commended for its efforts of ensuring compliance to the requirements of the BP White Paper. For instance, LEDET has been diligently and consistently developing and publishing a booklet on Service Standards and Citizen's Report among other important BP compliance requirements. The challenge for LEDET is to continue to improve and strengthen some of its initiatives. For instance, whilst LEDET has been publishing service standards, the respondents are however not aware of these. This means that indeed LEDET has done some work in this regard but the challenge is that a lot needs to be done to create more awareness about the service standards. Furthermore, the service standards themselves can also be improved by ensuring that they are easy to understand and reader friendly for the average customers of LEDET.

1.3. Introduction and Background

"When I was elected into office, I knew that one of Government's most important task is to build a Public Service (PS) capable of meeting the challenges of improving the delivery of public services to the citizens of South Africa (SA)…The transformation of our Public Service is to be judged by, rightly, by the practical difference people see in their every day lives"[3]

The quotation above aptly captures the very essence of the critical importance of providing quality services to the citizens by ensuring that Batho Pele is properly implemented. It is therefore against this backdrop that LEDET strives to change the lives of its service-users for the better through the provision of services in an efficient and effective

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[3] The then Minister of Public Service and Administration Dr Zola Skweyiya

manner. Given the central role that LEDET plays in shaping the economic landscape of the Limpopo province, through its mandate and role in key economic sectors such as Tourism,

Economic Development and the Environment, the importance of effective and efficient service delivery by LEDET can not be over-emphasized. It is therefore through effective compliance to the Batho Pele White Paper that LEDET can seriously improve the lives of its customers for the better.

However, LEDET can only improve in its quest to provide services in a more efficient and effective manner if it has baseline information to measure itself against. Key to obtaining

baseline information, is the process of consultation with its customers who should provide objective feedback on the quality (or lack thereof) of the services provided by LEDET. Ultimately, it is the service users themselves who should indicate whether LEDET's services are of the requisite standard or not. Hence the White Paper on Batho Pele is emphatic on the need to consult the users of services on a regular basis.

Chapter Four, WTPSD, states, "All national and provincial departments must, regularly and systematically, consult not only about the services currently provided but also about the provision of new basic services to those who lack them. Consultation will give citizens the opportunity of influencing decisions about public services, by providing objective evidence which will determine service delivery priorities. Consultation can also help to foster a more participative and co-operative relationship between the providers and users of public services. There are many ways to consult users of services, including customer surveys, interviews with individual users, consultation groups, and meetings with consumer representative bodies, NGOs and CBOs, including bodies representing previously disadvantaged groups. The method or methods adopted must be chosen to suit the characteristics of the users and consumers concerned"[4].

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[4] White Paper on Transforming Public Service Delivery (WPTPSD) 1997, Chapter 4

It is therefore against this backdrop that the importance of the LEDET CSS project should be understood and appreciated. Without an intervention in a form of a customer satisfaction

survey (CSS), LEDET can not be in a position to objectively determine the level of quality of services it offers to its customers and therefore their satisfaction levels as well. Furthermore, an objective process such as a CSS, offers LEDET the opportunity to scientifically identify the

shortcomings, challenges and gaps in the manner in which it provides services. As a result of the CSS, LEDET will be in a better position to devise and implement practical and effective interventions to improve the quality of services it offers to its customers.

Apart from the logical need to improve service delivery, by commissioning a CSS, LEDET is in effect complying with the legislative and regulatory requirements such as:

- The Constitution of the Republic of South Africa

- The White Paper on the Transformation of the Public Service

- The White Paper on the Transformation of the Pubic Service Delivery – Batho Pele.

1.3.1   The Constitution: service delivery imperative is rooted in the spirit and latter of our Constitution

The imperative of providing quality public services – therefore giving practical meaning to government's vision of a **Better Life for All** - in an efficient and effective is anchored in our Constitution, in particular   Chapters Two and Ten.

In fact, Chapter Ten is almost a replica of the Batho Pele Principles. It states,

"*Public Administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:*

a) a high standard of professional ethics must be promoted and maintained

b) efficient, economic and effective use of resources must be promoted

c) *Public administration must be development oriented*

d) *services must be provided impartially, fairly, equitably and without bias*

e) *people's needs must be responded to, and the public must be encouraged to participate in policy-making*

f) *public administration must be accountable*

g) *Transparency must be fostered by providing the pubic with timely, accessible and accurate information".*

1.3.2 White Paper on the Transformation of the Public Service (WPTPS), 1995

In 1995, the WPTPS gave further practical impetus and meaning to the imperatives of Public Service' service delivery in order to put the public first in the provision of public services. The WPTPS sets out eight transformation priorities. The transformation of service delivery is one of these eight principles – thus further reiterating the salient and integral role of the improvement of service delivery within the broader national transformation agenda.

The Batho Pele White Paper was introduced in 1997 by the then Minister of Public Service and Administration Dr Zola Skweyiya. The White Paper sets out in a very explicit manner what departments need to do in order to give meaning to the vision and objective of the White Paper – Batho Pele (or Putting People First).

The eight principles as set out below are the crux of Batho Pele:

1) Consultation

2) Service Standards

3) Access

4) Courtesy

5) Information

6) Openness and Transparency

7) Redress

8) Value for money.

1.3.3 Batho Pele Revitalization Programme – Together Beating the Drum for Service Delivery

In August 2004 Cabinet approved a programme to revitalize Batho Pele.   It is important to understand that the Revitalization Programme does not represent a new or different initiative *per se*, but rather the Programme should be seen as part of broader on-going efforts of giving practical meaning and improvement to the effective implementation of Batho Pele.

1.3.4 Historical perspective of service delivery challenges: pre-1994 Public Service era

It is also important to understand and appreciate that the challenges facing the current public service machinery are rooted in the pre-1994 Public Service era.   Therefore, efficiency and effectiveness of the Public Service depends to a large extent on addressing the legacies of Apartheid-engineered Public Service. Some of the legacies of Apartheid-engineered Public Service include, but not limited to the following:

Disparate and fragmented public service administrations

The dawn of the 1994 dispensation also led to the need to integrate all the administrations of the previous Bantustan "governments".   The difficult and time consuming task of integrating these administrations meant that more service delivery challenges – including backlogs arose.   Not only the challenge was about integrating systems , processes and procedures but the challenge was also was about creating one uniform and coherent new public service ethos and culture geared towards serving all the citizen in a fair and just manner.

A hierarchical and bureaucratic (red tape) culture and management style

A pre-1994 undemocratic practices were also manifested themselves in the public service through a pervasive culture of oppressive hierarchy and over bureaucratisation.   This culture and practices needless to say led to the stifling of a culture of dynamism, innovation and proactiveness. As a result, service delivery has been stifled by the slow pace engendered by need for many levels of reporting and inflexible adherence to cumbersome and out-dated processes and procedures.

Moribund and outdated systems such as – HR , IT , procurement, among others

Given the basic tenets of Apartheid, the pre 1994 Public Service was not geared towards serving all the people of South Africa.   The pre-1994 Public Service was therefore meant to provide quality services to only a minority of the population. As a result, systems aimed at serving the disenfranchised majority were either not in place or neglected and as a result most of them were moribund at the dawn of a new 1994 political dispensation. As a result of this lack of investment in efficient programmes and systems, service delivery among previously disadvantaged groupings has been compromised thus leading to significant service delivery backlogs.

1.4 Terms of Reference

The paragraph below outlines the objective of the survey and the ToRs

1.4.1   Survey objectives

The ToRs as contained in the Bid Document state the following as the objectives of the survey:

- Consult customers to reveal gaps in terms of resources allocation so as to exert pressure in meeting their needs and expectations;

- Measure and evaluate customer satisfaction (internal and external) in line with services rendered by the department and;

- Evaluate citizens' perception and understanding regarding the quality of services rendered by the department.

1.4.2. Survey deliverables

- Determine how and when citizens are consulted about the level and quality of the Departmental services they receive;

- Determine how and when citizens are being told what level and quality of Departmental services they will receive so that they are aware of what to expect;

- Determine if all citizens have equal access to the services to which they are entitled;

- Determine whether all citizens are being treated with courtesy and consideration;

- Determine whether citizens are being given full, accurate information about the Departmental services they are entitled to receive;

- Determine whether citizens are being informed how the Department is run, how much they cost, and who is in charge;

- In case where there is a breach of delivery promise, they survey should determine if citizens where given an apology , full explanation and a speedy and effective remedy;

- Determine if Department services are provided economically and efficiently in order to give citizens the best value for money.

1.5 Overall Project Approach

Paragraph 1.5 seeks to provide an overview of the overall project methodology and approach employed to execute both the internal and external surveys. The overall research project (including both internal and external surveys) comprised seven key phases as outlined in the **figure one** below.

PHASES	KEY STEPS / ACTIVITIES	OUTCOME / DELIVERABLE
PHASE 1 Project Mobilisation & Initiation	Discussion on project TOR's; Sign SLA	• Signed SLA • Understanding of the project requirement • Project kick off
PHASE 2 Situation Analysis	Document Review/Desktop research; Indepth interviews with key stakeholders / managers to further understand services offered	**Deeper understanding of LEDET** • Core business • Services • Any of the relevant info to study
PHASE 3 Research design	➢ Sampling Strategy • Sampling methodology • Sampling size • Research site • Tool design questionnaires • Training of data collectors • Data collection approach • Data capturing approach • Data analysis approach	**A coherent & comprehensive survey design strategy including** • Sampling strategy • Questionnaires • Training of data collectors • Data collection approach • Data capturing approach • Data analysis approach
PHASE 4 Survey Rollout & Data collection	➢ Data collection • HQ • District offices • Reserves in all district municipalities	Collected data
PHASE 5 Data Capturing	Training of data capturers; Data cleaning & coding / Quality assurance; Data captured on SPSS	➢ Trained data capturers ➢ Captured data
PHASE 6 Data Analysis	➢ Data analysis • Cross tabulations • Descriptive frequency • Graphs	Analyzed data
PHASE 7 Report Development	➢ Produce report on both internal & external survey ➢ Findings ➢ Analysis ➢ Recommendations	Comprehensive survey report

1.5.1 Phase One: Project Initiation and Mobilisation

The objective of phase one was to ensure that the key aspects (mainly administrative and content related) of the project are discussed and agreed upon up-front at beginning of the project in order to ensure that the rest of the project is therefore implemented in an efficient and effective manner.

The following key activities were performed during this phase:

- The signing of the Service Level Agreement (SLA)

- General discussion of the project

- Identification relevant documentation required to conduct background research and document review as part of the situational analysis.

1.5.2 Phase Two: As – Is / Situational Analysis

In order to gain a deeper understanding of the core business of the department so that a relevant and appropriate research survey methodology could be development (including asking the right questions in the questionnaires, determining the right sample sizes, etc), a situational analysis formed a core part of this phase of the project.

Two key approaches were employed to conduct a situational analysis, namely, document review and analysis (desktop study) and conducting in-depth interviews with senior managers of various directorates. The key objective of the situational analysis was to gain deeper understanding of LEDET in terms of the following aspects outlined below so that a relevant and informed survey methodology could be designed and implemented. Without understanding the following aspects of LEDET – the survey ran the risk of not addressing the salient aspects of the ToRs and also not understanding the key issues relevant to the survey:

- The mandate of LEDET

- The core business of LEDET

- Understanding the services offered by various directorates

- Understanding who the clients of various directorates are

- Understanding how various directorates offer these services

- Understanding if there are any service standards and if so what are they and how they are communicated to the customers

- Understanding the challenges facing the directorates in providing services to their respective clients

- Understanding the general organizational culture and climate issues. Organisational culture and climate are inextricably linked to issues of service delivery. It is these broader underlying and systemic organizational issues that either enable or hinder employees from providing quality services to the customers

- Soliciting inputs also well on how the identified challenges could be overcome

- Soliciting inputs on interventions that could be implemented to improve service delivery.

1.5.2.1   Document / Literature Review

As already mentioned, document review was one of the key methods used to achieve a deeper understanding of LEDET's key aspects – especially services it offers. The following are some of the key documents[5] that were reviewed at the beginning of the survey:

- Past Annual Reports

- LEDET Strategic Plan

- Service Standards 2007 – 2008

- Citizens Report 2007

- Service Delivery Improvement Plan 2007/08

- Service Delivery Improvement Plan 2008/2009

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[5] Most of the documentation was provided by the Transformation Directorate

1.5.2.2   Internal in-depth Interviews

In-depth internal interviews were conducted with almost all the senior managers responsible for heading Directorates or Chief Directorates. The interviews were also part of seeking to gain deeper and more understanding on the specific services rendered by their respective directorates or chief directorates.   The interviews were also aimed at assisting the research team to determine which services rendered by the Directorates are used most by the internal clients so that the questionnaires would focus mainly on those services that are "relevant" to the daily experiences of the majority LEDET staff members.

A structured interview schedule – called a Service Catalogue Matrix[6] (SCM) was designed and developed for the purpose of the in-depth interviews. The SCM broadly covered the following aspects:

- The name of the service (s) offered by the respective directorate
- Name of the Directorate/chief directorate offering the service
- Beneficiaries of the service in terms of :
  - Who are they (for instance, are they all staff members or just SMS or specific directorates?)
  - How many are the beneficiaries?
  - Frequency of usage of the service
  - How is the service offered?
  - What are the service standards of the service offered?
- Challenges experienced when providing services

After receiving responses regarding these questions contained in the SCM, the research team was in a better position to:

- Determine which services are frequently used by the average employee in the Department
- Determine which services are more relevant to be included in the survey questionnaire

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[6] See Annexure A for an example of Service Catalogue Matrix

- Determine the nature, type and phrasing of questions

- Gain a deeper understanding of the services rendered by LEDET to its internal clients and all the other relevant and related factors to issues of internal customer satisfaction.

The following are the directorates that were interviewed as part of the gaining further understanding of the services that they provide to their clients. However, not all the directorates in the Department were interviewed as information regarding their services contained in various LEDET documentation did not warrant a need for further clarity on their services.

- Communications

- Enterprise Development

- Economic Planning

- Industrial Promotion

- Human Resources

- Internal Support Services

- Transformation Services

- Records Management

- Financial Management

- Government Information Technology Office

- Trade Regulations and Compliance

- Environmental Impact Management

- Wild Trade and Regulation

- Waste and Pollution Management

- Provincial Nature Reserve Management

- Biodiversity Management

- Tourism Planning and Development.

1.5.3 Phase Three: Research Design

After conducting a thorough situational analysis through document review and conducting in-depth interviews with some of the senior managers, the research team had gained a deeper and better understanding of the LEDET's mandate and core business, its service offerings and other key aspects relevant to the survey. As result, the research team proceeded to design the research survey approach and methodology.

In the main the research design focused on the following key aspects of the survey:

- Sampling strategy: focused on the sampling method, size, research population, survey sites, among key aspects of sampling

- Tool design: focused in the main on the design of the research tools such as the questionnaires

- Data collection: this aspect of the survey focused on planning the processes of collecting data from the survey population based at various research sites according to the sampling strategy

- Data capturing: the capturing process involved planning how to capture data contained in the questionnaires into a special survey software called SPSS

- Data analysis involved the process of analyzing and synthesizing data in such a way that the key survey research questions are addressed.

1.5.4 Phase Four: Survey Roll-Out – Data Collection

The key objective and activity of phase four was to roll-out the survey itself. Specifically, the phase involved collection of data from the survey populations – both internal and external. Chapter 2 of Part B of the report provides more details on the survey population and the sites from which data was collected.

1.5.5 Phase Five: Data capturing

Data collected through the usage of questionnaires was captured on special research software – SPSS.   Before data was captured, general quality assurance on the questionnaires was conducted including inspection and coding of questionnaires. Data capturers were also trained as part of the overall quality assurance strategy of the survey.

1.5.6 Phase Six: Data Analysis

After capturing data in SPSS, data was analysed in accordance to the terms of reference and the key objective of the survey.   More details on data analysis are provided under Chapter Four , Section B of the report[7].

1.5.7 Phase Seven: Report Development

The key objective and activity of Phase Seven was to develop the overall survey report itself.

In conclusion, Chapter One sought to provide an overview on the following aspects of the report, the Structure of the Report; the Executive Summary; Introduction and Background; the ToRs and the Overall Project Approach.

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[7] See Annexures F & G for detailed Frequency Tables for the internal and external CSS respectively

PART B: INTERNAL SURVEY

The LEDET CSS project comprises two main components, namely the internal survey, which focuses on the internal customers of LEDET – *viz* LEDET employees. The other component of the CSS project, focuses on the external customers who comprise a heterogeneous group, ranging from the general public at large, to customers that receive specific services such as hunting permits and liquor licenses. Part B of the report focuses exclusively on the internal survey part of the CSS project.

The rationale and premise of the internal survey is that employees are also customers of various directorates. In reality the outputs of various directorates and therefore employees are a product of inputs from other directorates. In other words, work that is performed by the individuals and teams in the Department should be seen as part of a value chain whose final output(s) is a function of inputs from various directorates. Therefore the simple reality is that directorates can not produce their outputs without inputs/contributions from others. They can not function in isolation. For instance, most of the LEDET employees use computers (whether a desktop or a laptop) to produce their work. This therefore implies that these employees are the customers of the IT directorate. Without a good service (i.e. input) from the IT directorate most employees can not produce their work perhaps due to a non delivery of a computer, or lack of repairing a faulty computer or simply not having support from IT to resolve an email problem.

Therefore the above example provides a vivid illustration of how employees are in fact internal customers of various directorates by using the IT directorate as an example. The example also attempts to indicate that without efficient and effective internal customer

centric culture and practice, service delivery will be adversely affected. If for instance, the IT directorate does not provide good service by ensuring that computers are functional, emails are working, employees will not be in a position to perform their work which in turn is supposed to benefit external customers. For instance, applications for liquor licenses might not be processed (due to unattended computer problem by the IT directorate) by capturing the application data in the system. As a result of this, a backlog of applications will arise.

The above example of how employees are also internal clients illustrates the importance of ensuring that even internal "service providers", i.e. directorates need to ensure that internal clients are provided the best service so that they (internal clients) in turn can also be in a position to provide good service to external clients.

It is important to also note that the internal survey does not only focus on the narrow issues of services only but also recognizes the importance of the broader underlying and systemic organizational aspects such as organizational climate, culture and other issues such as leadership. Issues such as organizational culture, climate, and leadership are inextricably linked to the performance of individuals and therefore the organization. For instance, staff can not perform optimally if they are demoralised.   Demoralisation could in turn be due to many and various issues such as poor leadership or lack of proper recognition and reward programmes.

CHAPTER TWO: RESEARCH DESIGN

Chapter Two of Part B of the CSS report provides a detailed account of the research design that was employed to execute the internal survey. A structured research methodology was developed in order to ensure that the study adhered to the requisite research standards and ethics. **Figure 2** below is a schematic representation of the internal survey approach employed.
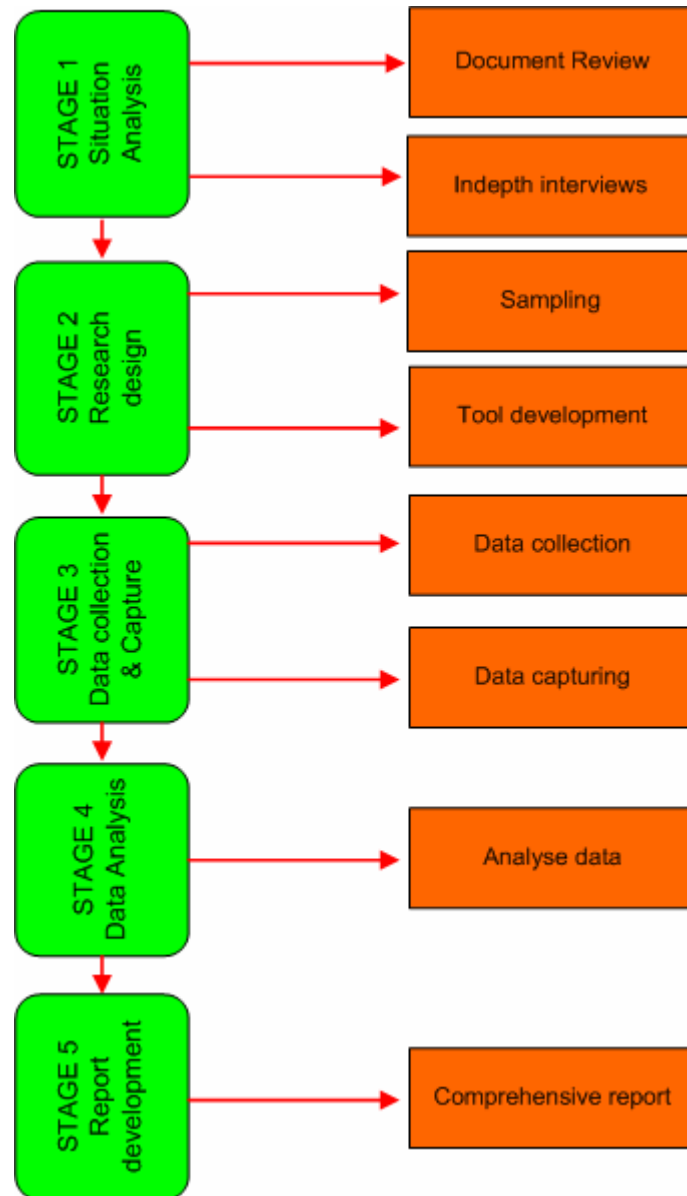
Figure 2: Internal Survey Approach

2.1. Sampling strategy and design

A well thought-out and valid sampling is a critical element of any survey as it ensures that the research adheres to the highest research ethics and standards. As a result, a

comprehensive Sampling Strategy[8] document was developed for the internal and external survey in order to ensure that the CSS is a scientifically sound endeavor.

A self-weighting probability sample approach was employed to ensure a statically sound and representative internal sampling. The self-weighting probability sampling approach ensured that the survey would be representative based on the following LEDET variables:

▪ *Functionality*:

Functionality refers to job types or functions/directorates such as HR, finance, communications etc. Therefore functionality was aimed at ensuring that staff from all the branches/chief directorates and therefore job functions is represented in the survey. Therefore, staff from the following branches was included in the study sample:

- Economic Development

- Environment and Tourism

- Administration.

▪ *Job level*

The sampling strategy also ensured representivity according to all the job levels in the Department – thus ensuring that the survey does not only cover Senior Management Service (SMS) members but also covers the rest of the staff members irrespective of level or rank.

▪ *Geographic representation*

The sampling strategy also ensured that there was representivity in terms of geographic spread by ensuring that the study covered all LEDET's district offices including corresponding nature reserves. This ensured that the urban, semi-rural and rural dynamics are covered by the survey. The following district offices were covered by the survey:

o Mopani

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[8] The Sampling Strategy document was sent to the Project Steering Committee for inputs and sign-off

- o Waterberg

- o Vhembe

- o Sekhukhune

- o Capricorn

Nature reserves in these above-listed district municipalities were also covered.

- ▪ *Gender*

The study also ensured that there is fair and sufficient representation from a gender point of view.

- ▪ *Race*

All the racial groupings at LEDET were covered by the study.

2.1.1 Research population

As already alluded to, the CSS internal survey covered all the employees of the LEDET in all its directorates.

2.1.2 Research sites

The study covered all the districts within which LEDET operates. Furthermore, the study covered the Head Office (all offices in Polokwane), district offices and the nature reserves. The choice of research sites was based on the following criteria:

- ▪ The research needed to cover all the district municipalities in the province given that LEDET has presence in all the districts

- ▪ Geographic representation to cover urban, semi urban and rural dynamics

- ▪ High concentration of employees in the sites identified

The following are the research sites that were covered by the survey:
- ▪ Head Office (i.e. offices in Polokwane)
- ▪ Districts offices in:

- o Mopani

- o Waterberg

- o Vhembe

- o Sekhukhune

- o Capricon

- Nature reserves in:
  - o Mopani

  - o Vhembe

  - o Capricon

  - o Waterberg

  - o Sekhukhune

2.1.3. Sample size

A self-weighted probability sample design was employed for the internal survey in order to ensure representivity, reliability and the general validity of the research findings. The total population size (i.e. number LEDET employees) of the internal survey was one thousand two hundred and forty one (1241). The sample size of the internal survey was five hundred and four (504). This represents forty percent point six (40.6 %) of the internal survey population size.

Overall population and Sample size
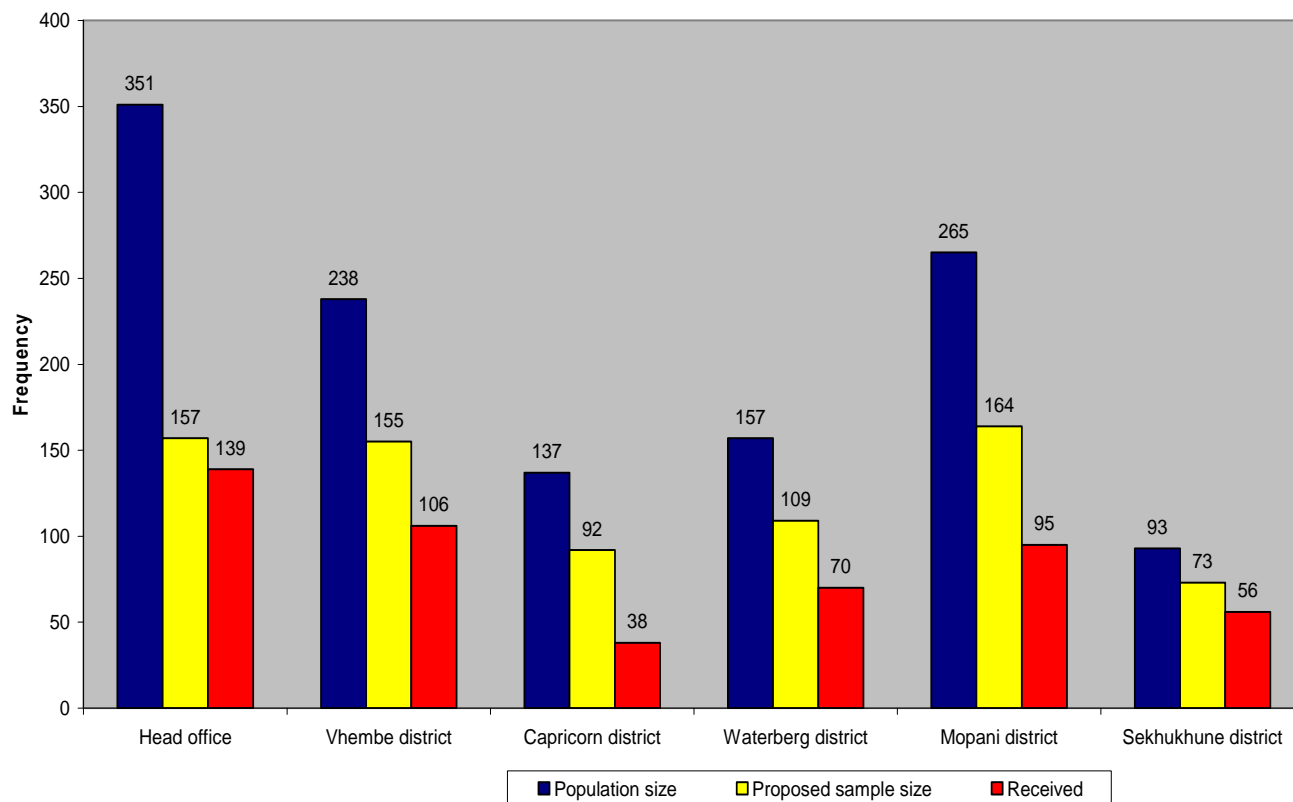
The following tables below provide a breakdown of the population and sample sizes of the Head Office, District Offices and the Nature Reserves respectively.

2.1.3.1 Head Office Population and Sample Sizes

Table 1 below provides an overview of the population and sample size of the various Programmes at the LEDET Head Office in Polokwane.

	Economic Development		Environment and Tourism		Administration		
	Population	Sample size	Population	Sample size	Population	Sample size	Total sample
Head Office	61	27	111	50	179	80	157

Table One: Head Office population and sample size

Table 1 above indicates the following:

- The total population size for the Head Office is three hundred and fifty one (351)

- The total sample size for the Head Office is one hundred and fifty seven (157)

- The break down of population and sample sizes per each branch, namely Economic Development, Environment and Tourism and Administration.

2.1.3.2 District Office Population and Sample Sizes

	Economic Development		Environment and Tourism		Administration		
	Population	Sample size	Population	Sample size	Population	Sample size	Total Sample size
Mopani	12	12	89	40	80	36	88
Waterberg	4	4	45	20	42	19	43
Vhembe	15	15	67	30	65	29	74
Sekhukhune	11	11	20	20	36	16	47
Capricorn	10	10	35	16	47	21	47
TOTAL	52	52	256	126	270	121	299

Table 2: District Offices Population and Sample Sizes

Table 2 above illustrates the following:

- The break-down of each district office's population and sample size

- The total population size for all the district offices is five hundred and eighty three (578)

- The total sample size for all the district offices is two hundred and ninety nine (299)

- The overall sample percentage is 52%.

2.1.3.3 Nature Reserve Population and Sample Size

District & Nature Reserve	Population Size	Proposed Sample Size
Mopani		
Hans Marensky	26	26
Lekgalametse	28	27
Letaba Ranch	30	23
Total	**84**	**76**
Vhembe		
Makuya	40	30
Musina	12	12
Nwanedi	39	39
Total	**91**	**81**
Capricorn		
Blouberg	23	23
Maleboch	12	12
Moletjie	10	10
Total	**45**	**45**
Waterberg		
D'nyala	31	31
Doorndraai Dam	18	18
Nylsvlei	17	17
Total	**66**	**66**
Sekhukhune		
Schuinsdraai	26	26
Grand Total	**312**	**294**

Table 3: Nature Reserve Population and Sample Sizes

Given that the individual nature reserves generally have small staff population sizes , for those nature reserves that were chosen as part of the survey, all the staff members there were covered by survey. Table 3 above indicates the sample size (which also happens to be the actual population size) of the nature reserves that were covered by the study.

The selected / sampled nature reserves were chosen on the basis of the following criteria:

▪ High concentration of staff in order to optimize time and resources

▪ Geographical feasibility: given that the nature reserves are generally are geographically far apart from each other, thus posing serious and costly logistical challenges, the research team had to ensure that the nature reserves that are surveyed are not too far apart from each other.

2.1.4 Research instruments: Questionnaires

Questionnaires were designed and developed as primary data collection tools for the internal survey[9]. The questionnaires were designed to be self-administered. However, staff members who needed assistance with the completion of the questionnaires received such assistance (such as interpreting into local vernacular languages) was provided by fully trained research data collectors/fieldworkers who understood and spoke Limpopo-dominated languages such as SePedi, TshiVenda, Afrikaans and English. The development of the questionnaire was subjected to a rigorous process of internal inputs to ensure that the questionnaire ensures the following:

▪ Adheres to acceptable research standards and ethics

▪ Will solicit the key answers the internal survey seeks to address

▪ Anonymity of the respondents to increase response rate

▪ Comprehensive enough to answer the key research questions

2.1.5 Focus areas of the questionnaires

As already alluded to in chapter one, the research team had to first conduct in-depth interviews with various managers responsible for their respective directorates. The objective of the in-depth interviews was to:

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[9] See Annexure C for an example of the CSS Internal Questionnaire.

- Ensure that the research team has a deeper understanding of the specific services rendered by the respective directorates

- Use the interviews as an opportunity to also validate or confirm with the relevant managers information already available (from other documentation such as Service Delivery Improvement Plans etc) with regard to services and related aspects thereof such as service standards, beneficiaries etc

- Probe and seek further clarity regarding service offered by their respective directorates

The following are some of the key services[10] the research team identified as those that affect staff most or are used by staff most and therefore relevant for the incorporation into the questionnaire:

- Communications

- Human resources

- Cleaning

- Security

- Employee Wellness

- Information Technology

- Procurement / Finance

- Registry

- Transport

- Finance.

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[10] Kindly note that the services are not necessarily listed according to specific directorate. For instance "security and cleaning" are the responsibility of Corporate Services but corporate services is not listed as a services because it's a directorate

It is important to note that it become very apparent during the interviews that though LEDET comprises many directorates (and therefore has many services to render), however some of directorates do not necessarily render services to the internal clients. Therefore services of these directorates were not included in the questionnaires as they would not be relevant to the "customer experience" of the average internal customers.

Furthermore, some of the services rendered by some of the directorates are not services that are rendered to the general internal client population of LEDET and therefore as a result most of the LEDET internal clients do not use these services. These services are highly specialized and niched. For instance, research services provided by the Directorate, Economic Research are one example of such niche and specialized services.

Within the services listed above, there are also "sub-services" that were also reflected in the questionnaire. For instance, Employee Wellness comprises a variety of sub-services such as counseling, providing advise; Information Technology provides sub-services such as provision of email services, help-desk/support services, hardware support (fax, desktop etc).

2.1.6 Survey limitations

2.1.6.1 Reluctance to participate in the survey

It would appear that most of the LEDET staff members were reluctant to participate in the survey. Reluctance to participate manifested itself in the following manner:

- Lack of attendance of the questionnaire completion sessions

Despite efforts to communicate the importance of the survey and its benefits for both the employees and the Department, through various platforms such as the intranet, senior managers and posters, the turnout at the questionnaire completion sessions was dismal.

- Refusal to complete certain fields in the questionnaire

Though confidentiality and anonymity of the respondents was guaranteed[11], some of the respondents still questioned the adequacy of protecting their identities and therefore guaranteeing their anonymity. As a result, some of the respondents did not complete

certain important sections of the questionnaires such as the background/biographical section. Some of the fields not populated in these sections include:

- Level/grade

- Directorate

- Workstation

As a result of this, it was difficult to cross tabulate based on some variables such as grade/rank, directorate etc due to the non completion of such information. Therefore, this limitation deprived the study some potentially interesting analysis.

2.1.6.2 Lack of trust of and suspicious attitude towards the survey

Linked to the previous matter raised under paragraph 2.1.5.1, was the issue of apparent mistrust and suspicion about the motives of the survey by staff. This is despite the data collection team assuring staff of the confidentiality of the process and the anonymous nature of the questionnaire.

It is clear that the limitations outlined under paragraphs 2.1.5.1 and 2.1.5.2 is indicative of deeper systemic organizational challenges that LEDET needs to take note of. Such

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[11] Respondents were not required to write their names in the questionnaires

behaviour we believe is just a manifestation of deeper underlying issues which ought to be investigated through appropriate organizational development interventions (OD).

Despite the challenges outlined above, the research team still managed to counteract them through various means such as intensifying awareness and understanding of the importance of the survey among staff.

Furthermore, the research team embarked on a "door-to-door" campaign to galvanise and mobilize employees to take part in the survey. Though this strategy was also fraught with its challenges given that more time and resources had to be expended on this process and most staff could not complete the questionnaires on the spot but requested that the team to collect them after a few days.

Despite these challenges, the data collection team managed to achieve a questionnaire completion response rate of sixty seven percent (67%). This means out of one thousand, two hundred and forty one (1241) LEDET employees based on a sample of seven hundred and fifty (750), five hundred and four (504) responded or completed the questionnaires.

2.1.7 Quality assurance

2.1.7.1 Training of fieldworkers and data capturers

Various quality control measures were implemented as part of a comprehensive quality assurance survey strategy aimed at ensuring that the survey adheres to the highest research standards and ethics.

Though some the data collectors and capturers had experience in their respective areas of responsibility, Talent Emporium nonetheless still convened a refresher workshop on data collection and data capturing.

2.1.7.2 Unannounced spot checks

Spot checks also formed part of the quality assurance process. This ensured that data collectors indeed completed questionnaires from legitimate respondents thus ensuring that there were no ghost respondents.

2.1.7.3 Supervision

Data collectors and captures were led and managed by experienced supervisors in the field of research – specifically in data collection and capturing.

2.1.7.4 Cleaning and coding of questionnaires

Before data was captured, all questionnaires were checked for completeness and each and every one of them was coded to avoid problems such as duplication of repeat capturing of the same questionnaires.

Chapter Two provided a comprehensive outline on how the internal survey was designed with a particular emphasis on the sample related issues, questionnaire design, types of questions in the questionnaires, survey limitations and survey quality assurance.

CHAPTER THREE: SURVEY ROLL-OUT – DATA COLLECTION AND CAPTURING

The data collection phase of the internal survey comprised the following key activities:

3.1 Fieldworker Training

As already noted, Talent Emporium conducted a refresher data collection training session with all researchers employed for data collection purposes. The training was to ensure that data collectors adhere to the highest research ethical and technical standards.

3.2 Survey roll-out communications

Talent Emporium proactively embarked on a variety of means to ensure that the internal survey target group was:

- Aware of the Customer Satisfaction Survey Project

- Understood its aims, objectives, the process , what is expected of them , the benefits for them and LEDET, among other key information

- Mobilised and supportive of the processes and therefore participate in the survey in order to ensure high response rate

The Communications Directorate assisted with the survey communication effort through the provision of the following platforms:

- LEDET intranet[12]

- Posters on the notice boards.

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[12] See Annexure D for a copy of the CSS Project advert placed on the LEDET intranet

3.3   Questionnaire completion sessions

In order to ensure that the internal survey was successful, TE developed a schedule of what it dubbed, "Questionnaire Completion Sessions".   The schedule was developed in consultation with and guidance of some of the Steering Committee members.   The key objectives and benefits of the sessions were to:

▪ Ensure high response rate thus making the findings statistically meaningful

▪ Ensure quality control by properly explaining to the survey respondents the instructions regarding the completion of the questionnaire

▪ Afford the respondents the opportunity to ask questions and therefore better understand and appreciate the objectives of the survey and also ensure that they complete the questionnaires properly

▪ Mobilize and galvanize LEDET staff to participate in the survey.

3.4   Door-to-door questionnaire completion

Given the limitations and challenges experienced in obtaining the required numbers of respondents to attend the Questionnaire Completion sessions, TE resorted to literally going door-to-door to get staff members to complete the questionnaires. This was to ensure that the response rate would be statistically acceptable.

3.5. Research tool: Questionnaire

It is important to understand the rationale for the questions included in the questionnaires. Therefore, the questions included in the questionnaire were informed by the following:

▪ ToRs

▪ Batho Pele principles and service delivery imperatives

- Broader organizational development issues as these are inextricably linked to Batho Pele and service delivery in general. In fact, the BP White Paper is very emphatic on the relationship between service delivery/BP and organizational development issues such as leadership, HR (ie. Rewards, performance management, etc) culture, etc.

Questions were based mainly on and clustered according to the services offered to the internal clients by the different directorates. As already explained, the services that are assessed in the questionnaire were chosen based on the fact that they are services that are accessed or used by employees almost on a daily basis. These services include but are not limited to:

- HR

- Communications

- Cleaning

- Security

- Finance

- Registry

- IT

- Parking

- Lifts.

The questionnaire does not only ask questions on services per se, but also includes other organizational factors that impact on services such as culture, leadership, rewards for good performance, training, working conditions in general. This is based on the reality that good or bad service, and therefore customer satisfaction, is a function of other underlying and systemic organizational systems and practices such as HR, culture, organizational climate, leadership, working environment, among others. Therefore issues of service delivery and therefore customer satisfaction can not be divorced from the broader organizational development milieu within which they occur.

CHAPTER FOUR: SURVEY FINDINGS AND ANALYSIS

Chapter Four is aimed at providing a comprehensive coverage of the findings of the internal survey. Furthermore, an analysis of these key findings is also provided through an interpretation of the graphs and tables provided. Various cross-tabulations are also provided to provide more in-depth synthesis of the survey findings.

4.1   Response rate

The envisaged total sample size of the internal survey was seven hundred and fifty (750). This represents sixty point four percent (60.4%) of the internal population size. The overall internal survey response rate was five hundred and four (504) out of one thousand, two hundred and forty one (1241) of the population size. This represents a sixty seven percent (67%) response rate. Figure three (3) is a schematic representation of the overall response of the internal survey.

The following tables and graphs below provide some biographical background of the respondents.

4.1.1   Gender profile of the respondents

Gender profile of the participants

Gender	Frequency	Percent	Valid Percent
Male	287	56.9	58.7
Female	202	40.1	41.3
Unknown	15	3.0	-
Total	**504**	**100**	**100**

Table 4:   Distribution of the sample and population by gender

Distribution of the sample and population by gender
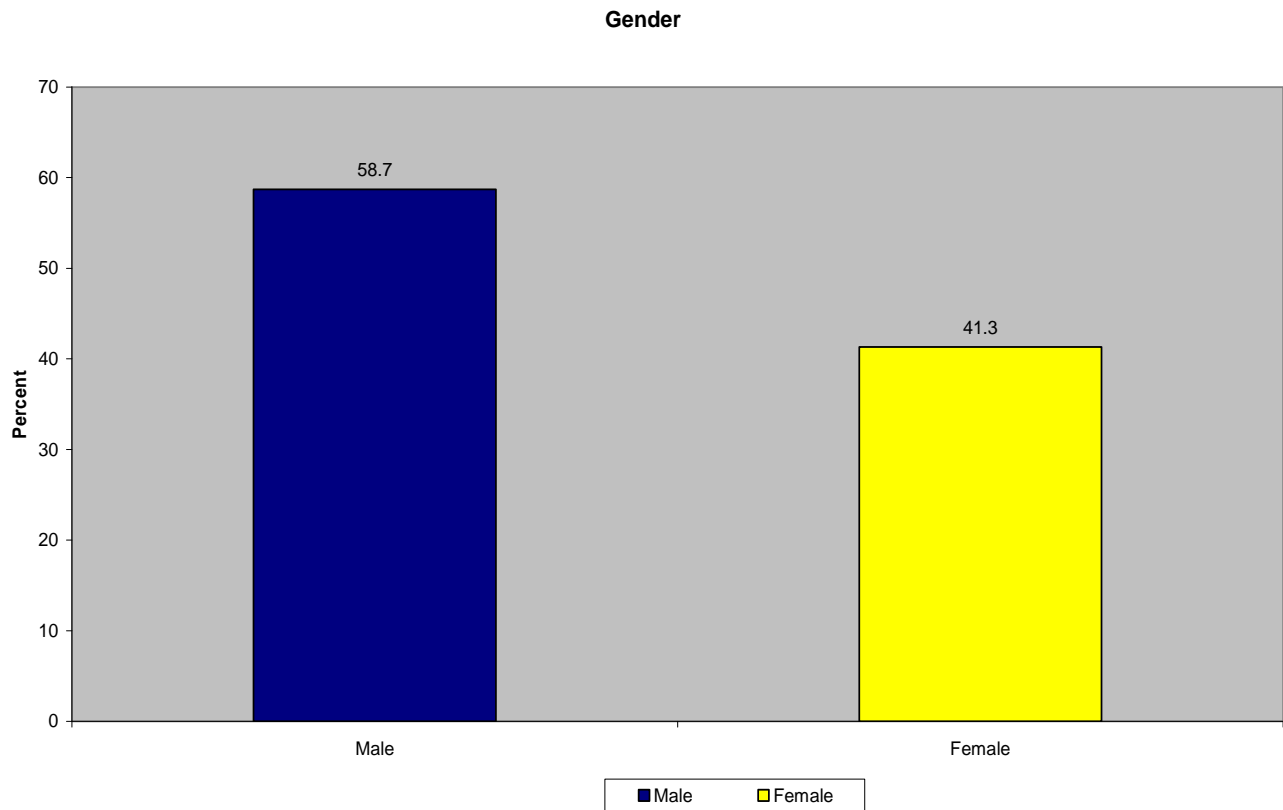
Gender

Figure 4: Gender profile of the respondents

4.1.2 Age Profile of Participants

Distribution of the sample and population by age group

Age categories	Frequency	Percent	Valid Percent
16-24	33	6.5	6.7
25-34	87	17.3	17.7
35-54	290	57.5	58.9
55-64	79	15.7	16.1
65 above	3	0.6	0.6

Age categories	Frequency	Percent	Valid Percent
Unknown	12	2.4	-
Total	504	100.0	100.0

Table 5: Age profile of participants

Distribution of the sample and population by age group
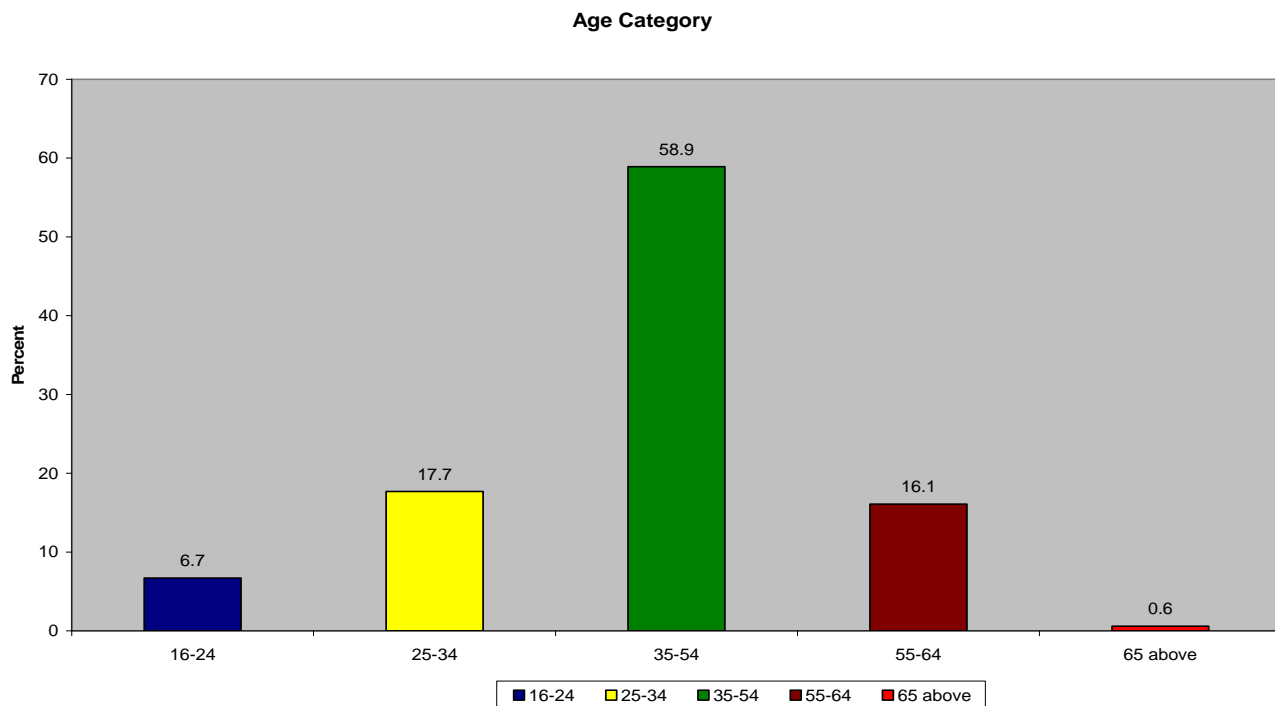
Age Category

Figure 5: Age profile of respondents

4.1.3 Job level profile of the respondents

Distribution of the sample and population by job level

Level	Frequency	Percent
1	7	1.4

Level	Frequency	Percent
2	120	23.8
3	115	22.8
4	17	3.4
5	7	1.4
6	22	4.4
7	45	8.9
8	23	4.6
9	1	0.2
10	40	7.9
11	1	0.2
12	49	9.7
13	10	2.0
14	2	0.4
Unknown	45	8.9
Total	**504**	**100**

Table 6: Job level profile of the respondents

Distribution of the sample and population by job level
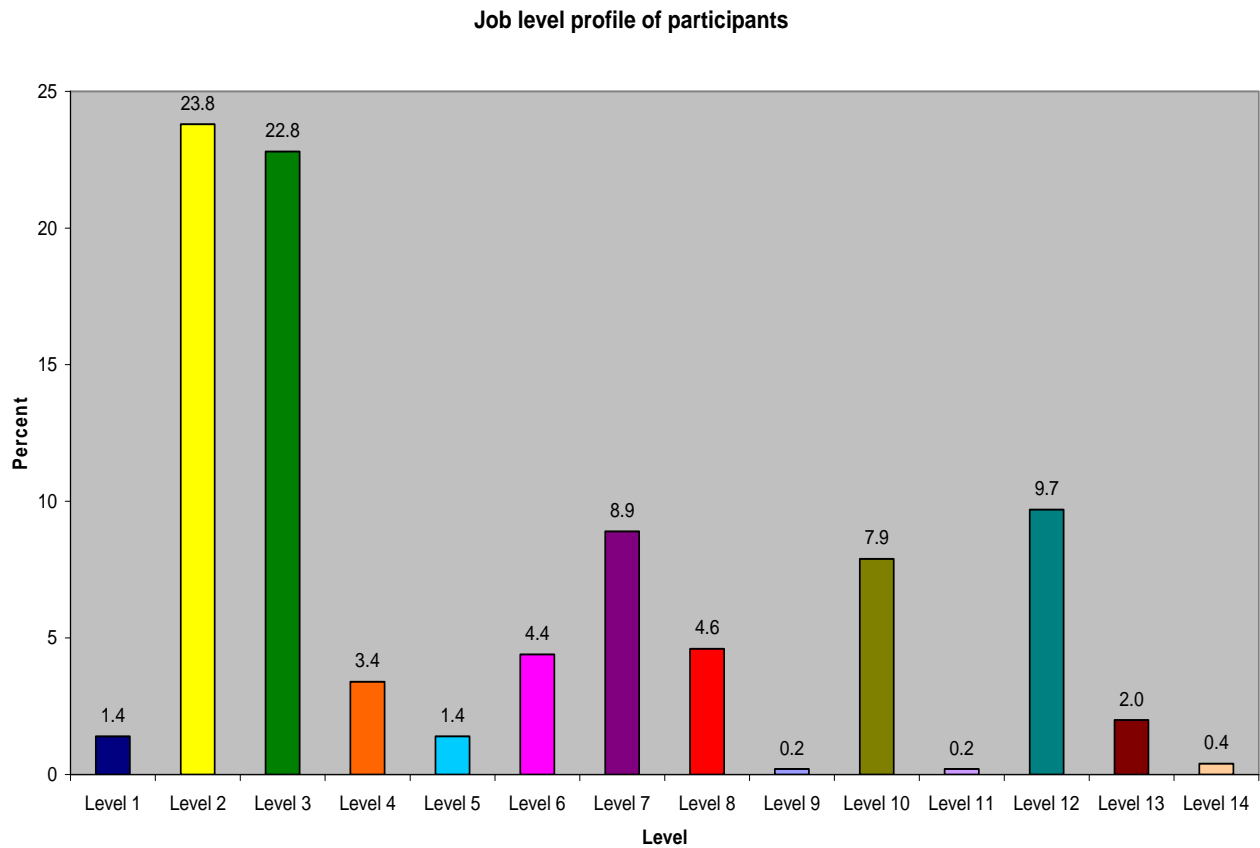
Job level profile of participants

Figure 6: Job level profile of respondents

4.1.4 Racial profile of the respondents

Distribution of the sample and population by racial group

Population Group	Frequency	Percent	Valid Percent
African	470	93.3	94.8
Coloured	3	0.6	0.6
Asian	1	0.2	0.2

Population Group	Frequency	Percent	Valid Percent
White	22	4.4	4.4
Unknown	8	1.6	-
Total	504	100.0	100.0

Table 7: Racial profile of the respondents

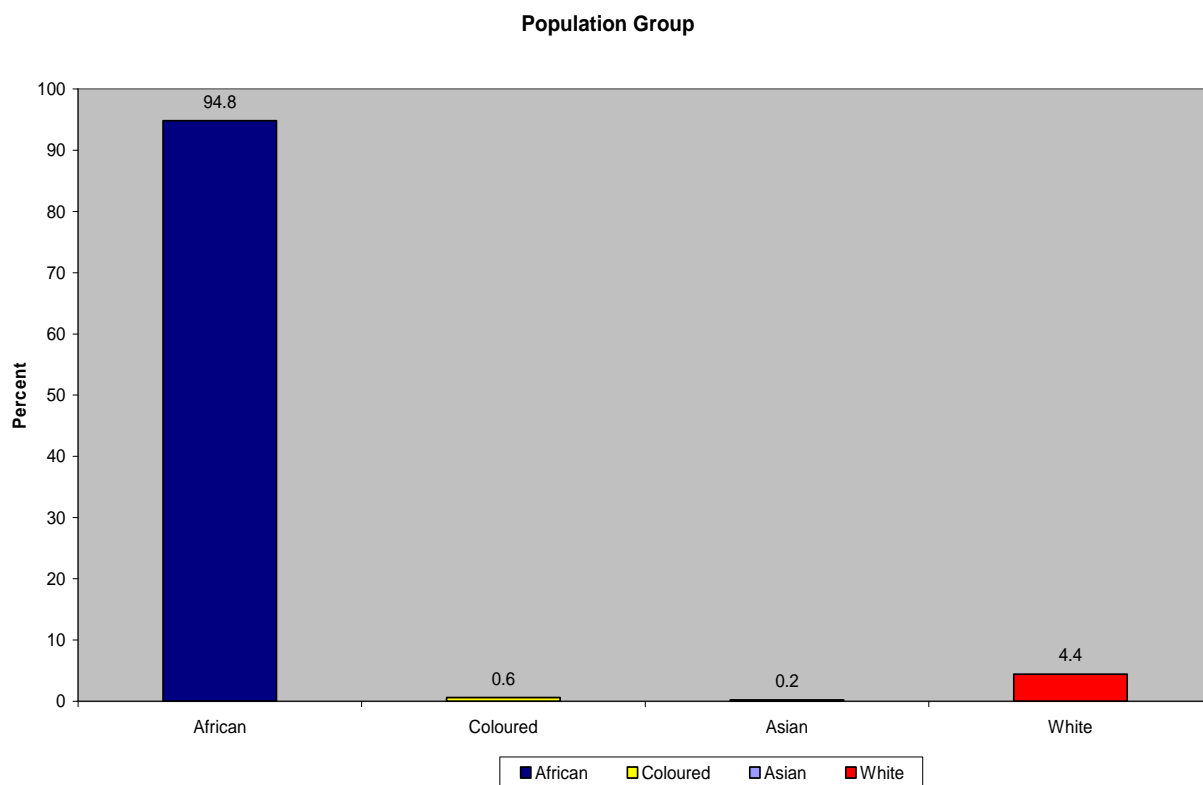## Distribution of the sample and population by racial group

Population Group

Figure 7: Racial the profile of the respondents

4.1.5 Response rate per workstation (i.e. Head Office, District Offices and Nature Reserves)

Response rate per workstation

	Population	Sample

Workstations	Number	Proportion (%)	Number	Proportion (%)
Head Office	351	28.3	139	27.6
District Office	578	46.6	135	26.8
Reserve	312	25.1	230	45.6
Total	1241	100	504	100

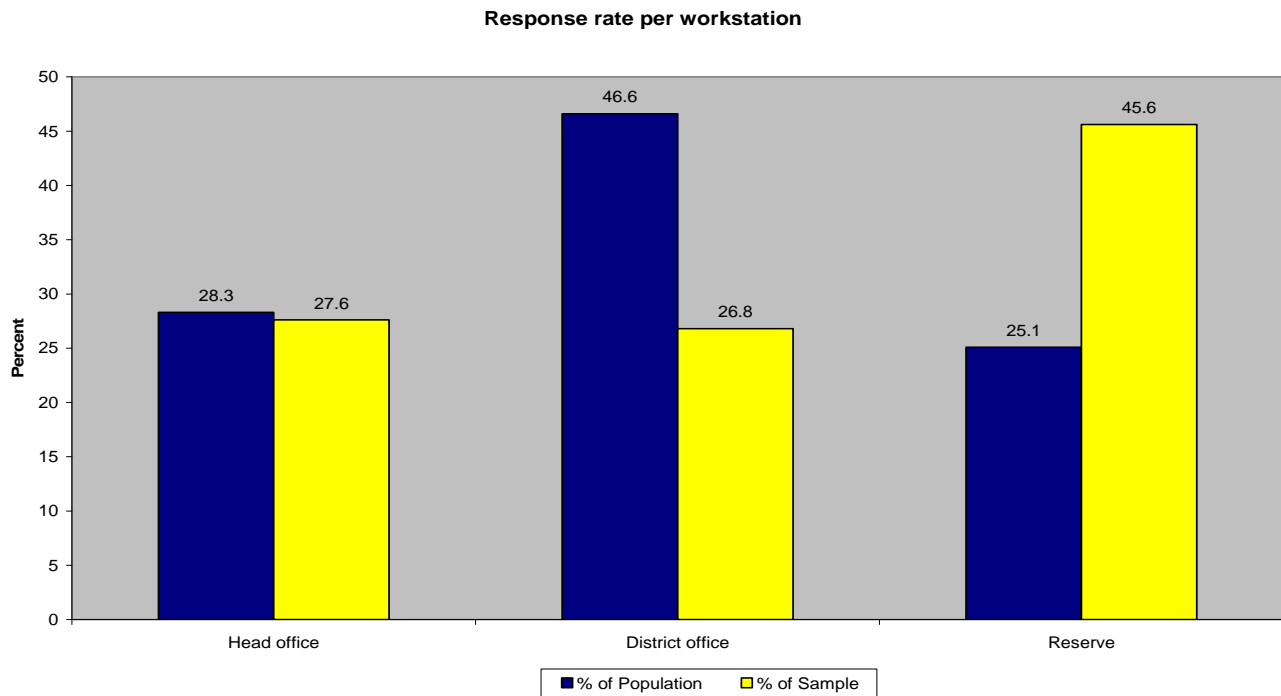Table 8: Response rate per workstation (head office, district office and nature reserve)

Figure 8: Response rate per workstation

4.1.6 Head Office response rate

		Proposed	Sample	Percentage

Workstations	Population Size	sample size	received	surveyed
Head Office	351	157	139	88.5%

Table 9: Head Office response rate

4.1.7 District Offices response rate

District offices	Population Size	Proposed Sample Size	Sample received	Percentage surveyed
Vhembe district office	147	74	39	53%
Capricorn district office	92	47	32	68%
Waterberg district office[13]	91	43	0	0
Mopani district office	181	88	25	28%
Sekhukhune district off	67	47	39	83%
Grand Total	**578**	**299**	**135**	**45.2%**

Table 10: District Office response rate

4.1.8 Nature Reserve response rate

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[13] At the time of drafting the report, Waterberg district office had not submitted its completed questionnaires

Nature Reserve	Population Size	Proposed Sample Size	Sample Received	Percentage surveyed
Hans Marensky	26	26	12	46.2
Lekgalametse	28	27	27	100
Letaba Ranch	30	23	31	100
Total	**84**	**76**	**70**	**92.1**
Makuya	40	30	12	40
Musina	12	12	11	91.7
Nwanedi	39	39	44	100
Total	**91**	**81**	**67**	**82.7**
Blouberg[14]	23	23	0	0
Maleboch	12	12	0	0
Moletjie	10	10	6	60
Total	**45**	**45**	**6**	**13.3**
Waterberg				
D'nyala	31	31	27	87.1
Doorndraai Dam	18	18	16	88.9
Nylsvlei	17	17	27	100
			70	
Total	**66**	**66**		
Schuinsdraai	26	26	17	65.4
Grand Total	**312**	**294**	**230**	**78.2**

Table 11: Nature Reserve Response Rate

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[14] At the time of drafting this report, Blouberg and Maleboch had not submitted their completed questionnaires
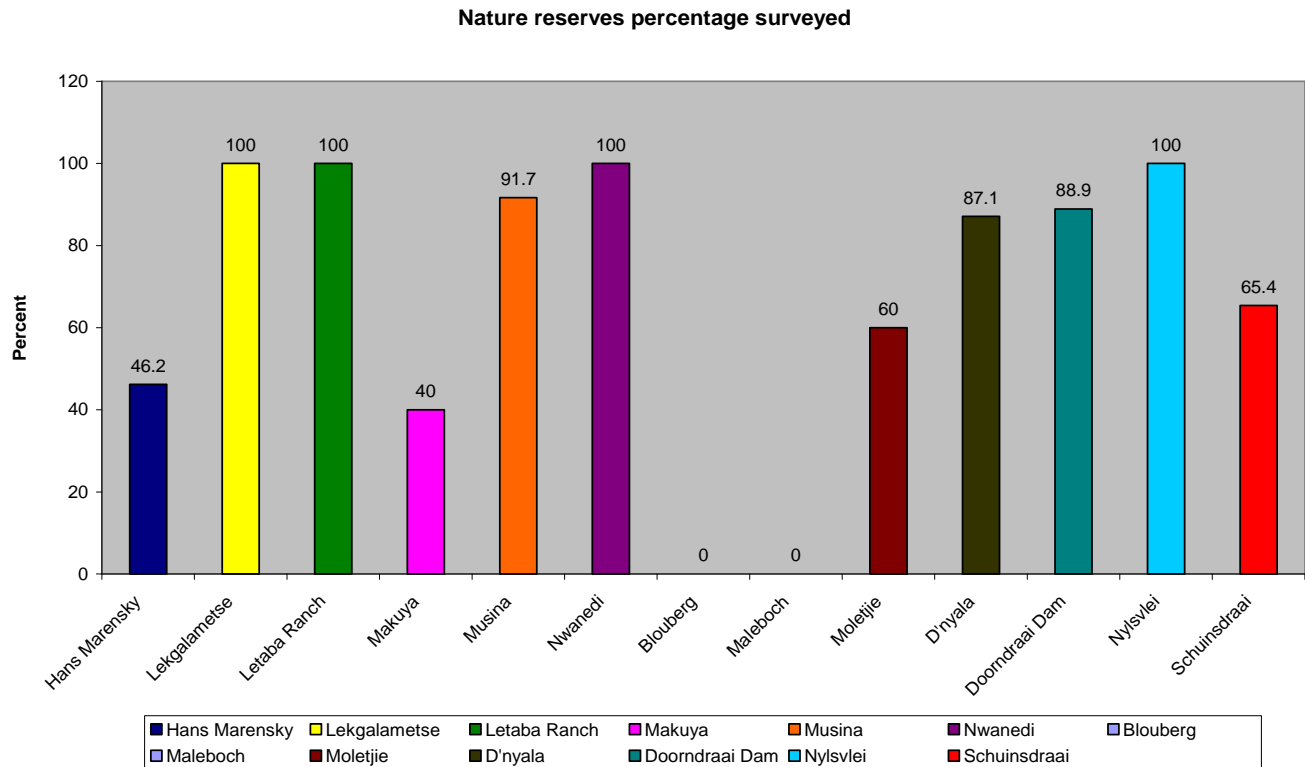
Nature reserves percentage surveyed

Figure 10: Nature Reserve Response Rate

4.2   Findings and Analysis

This section seeks to provide a comprehensive coverage of the internal survey findings. The findings are generally grouped according the internal services offered by LEDET to its internal customers, i.e. the employees. As already mentioned, the questions posed to the respondents in the questionnaires are generally aligned to the BP principles[15]. For instance, the questions cover issues such as service standards, communications / consultations, complaints/ redress.

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[15] See Annexure C for more detailed information on questions posed to the internal customers

4.2.1   LEDET's commitment to practicising BP towards its own staff

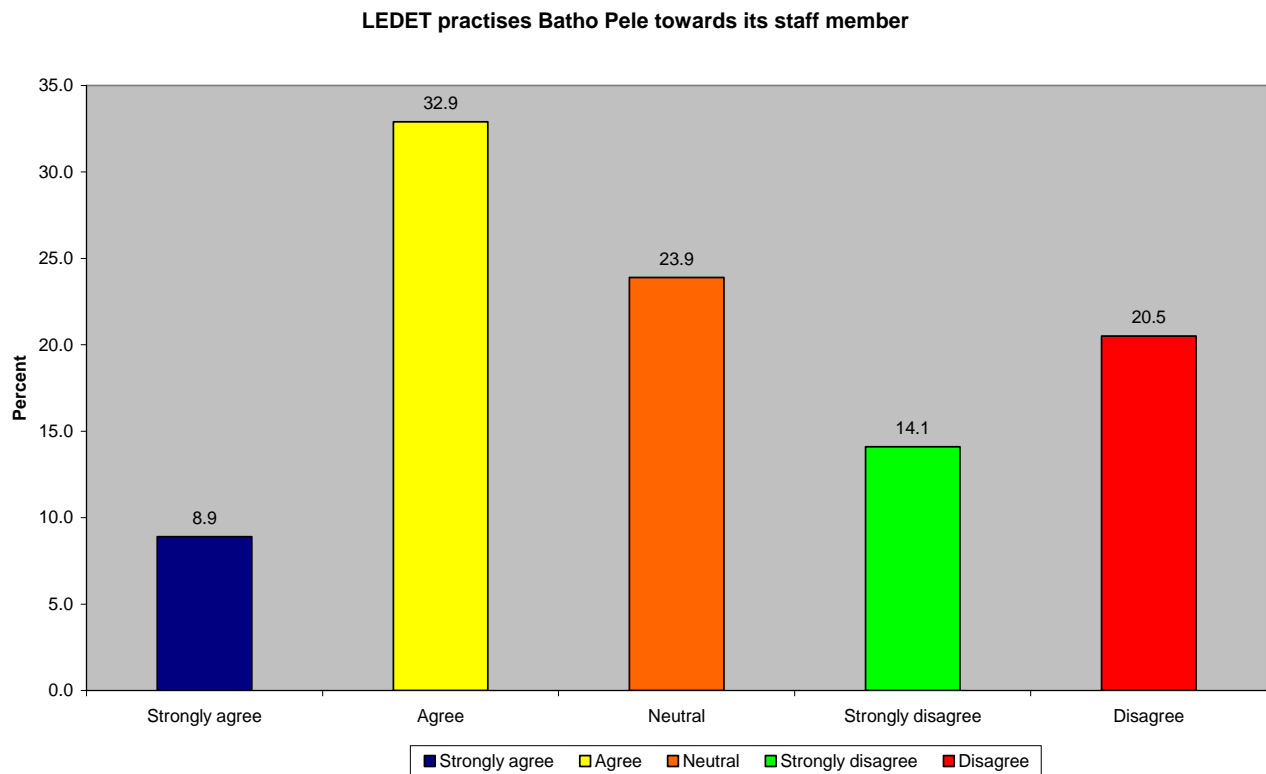**LEDET practises Batho Pele towards its staff member**

Figure 11: LEDET Practices BP towards own staff

A statement was posed in the questionnaire as follows, "LEDET practices Bath Pele towards its own staff members", and the respondents had to indicate whether they are agree or not. This question is very important because it gives LEDET an opportunity to find out if the employees think that "charity begins at home" in relation to both the spirit and practice of Batho Pele.

LEDET needs to take note of the responses as they are generally not so positive. Out of four hundred and eighty three (483) respondents who answered this question, sixty eight (68) which represents fourteen point one percent (14.1%) strongly disagree. Only forty three (43) of the respondents, that is eight point nine percent (8.9%),   strongly agree.

Another salient feature of the findings is that while one hundred and fifty nine (159), agree that LEDET practices Batho Pele, it is equally concerning that a significant number, one hundred and fourteen (114), chose to remain neutral.

The key message of these results is that LEDET needs to be seen to be "practicising what it preaches" about Batho Pele, not only towards the external clients but also towards its own staff members. LEDET needs to heed to a famous saying that says, "charity begins at home".

Furthermore, it is also common knowledge that happy staff leads to happy customers. In order for LEDET's efforts of improving service delivery to be a reality, it also needs to place equal emphasis on addressing the internal concerns of staff.

Service Standards and Awareness

4.2.2 I am aware of every Directorate's Service Standards for its internal clients

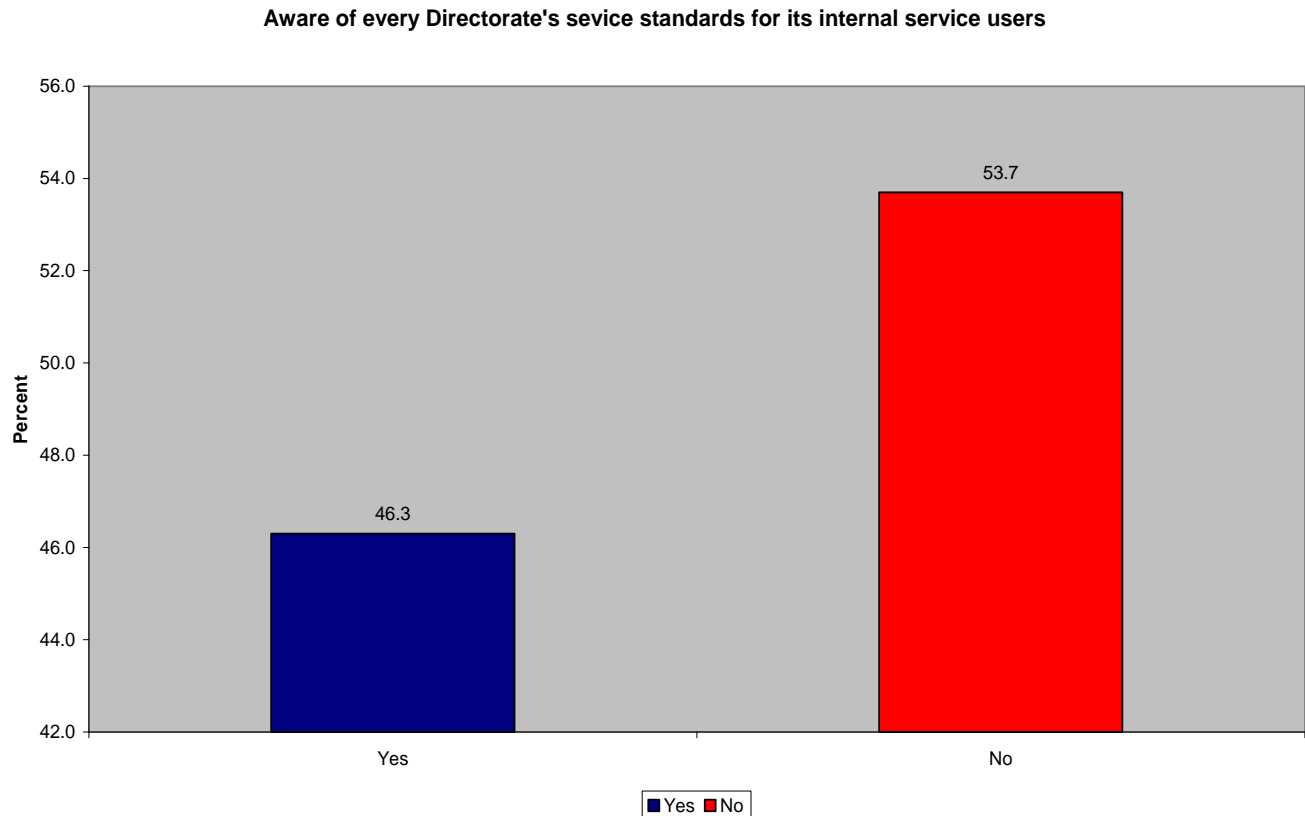**Aware of every Directorate's sevice standards for its internal service users**

Figure 12: Service Standards and Awareness

There is a logical link between this question and the previous question. A significant majority, two hundred and sixty seven (267), which represents fifty three point seven percent (53.7%) of LEDET internal customers, are not aware of the service standards provided by various internal service providers. This further reinforces the belief by LEDET internal users that LEDET does not practice Batho Pele towards its own staff members.

It is important that LEDET should put in place internal service standards (and therefore not only for external customers) and most importantly make the internal customers aware of these standards. For instance, IT should indicate to its own internal customers the turn

around time for solving an IT related problem; HR should for instance, indicate how long does it take to capture leave application forms.
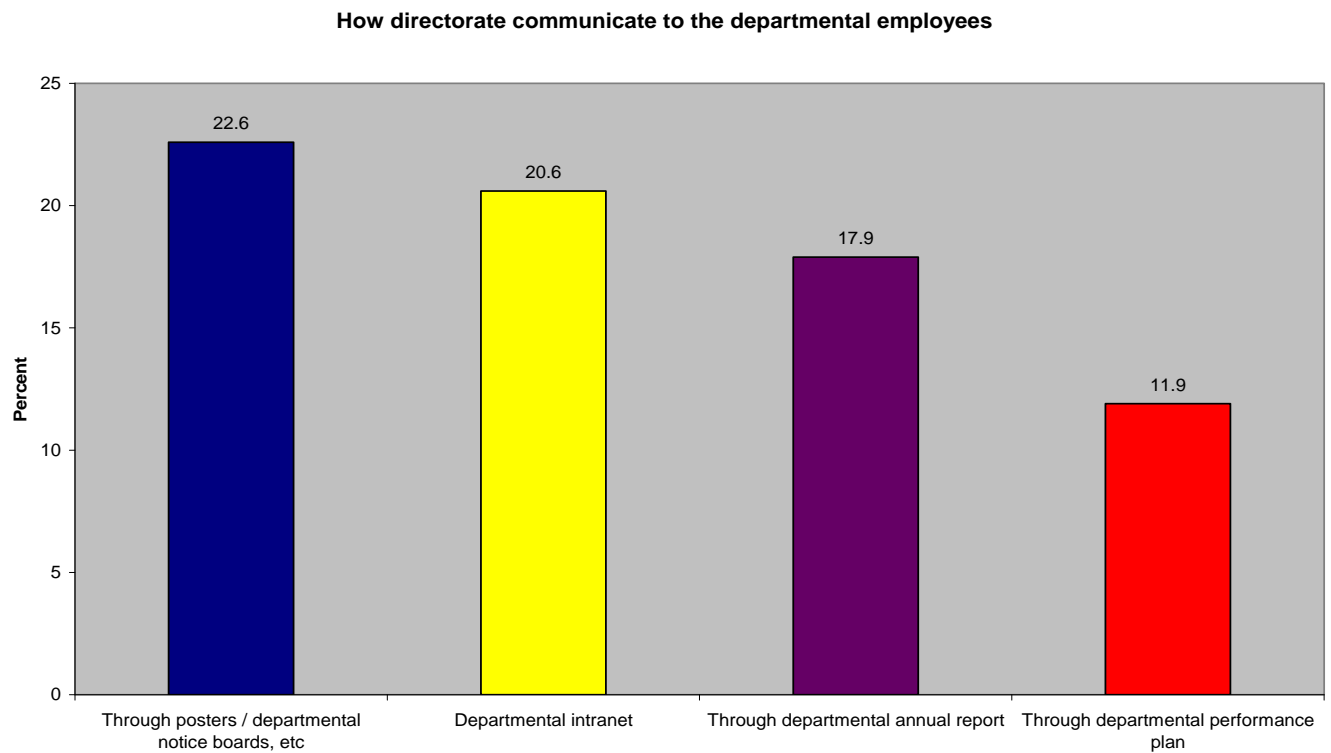
4.2.3 How are service standards communicated?

How directorate communicate to the departmental employees


Figure 13: Communication of service standards

Hundred and fourteen (114) of the respondents who indicated that they aware of the service standards indicate that these have been communicated, in the main, through posters. It looks like the LEDET intranet is the second most effective means of popularizing the service standards among the internal service users. Hundred and four (104) respondents indicate that they have become aware of the service standards through the intranet.

This implies that the majority of LEDET employees and internal customers perhaps prefer posters on notice boards and the intranet as a means of communications. Perhaps LEDET should harness and further strengthen these means of communication. The posters and notice boards would be even more relevant at the nature reserves where the vast majority of the employees do not have access to computers and therefore the intranet.

Specific Services

This subsection provides the internal customers views regarding the quality of various services offered by LEDET such as HR, IT, communications etc.

4.2.4 Services that are used most by the LEDET internal customers

Services used / exposed to most as an internal user
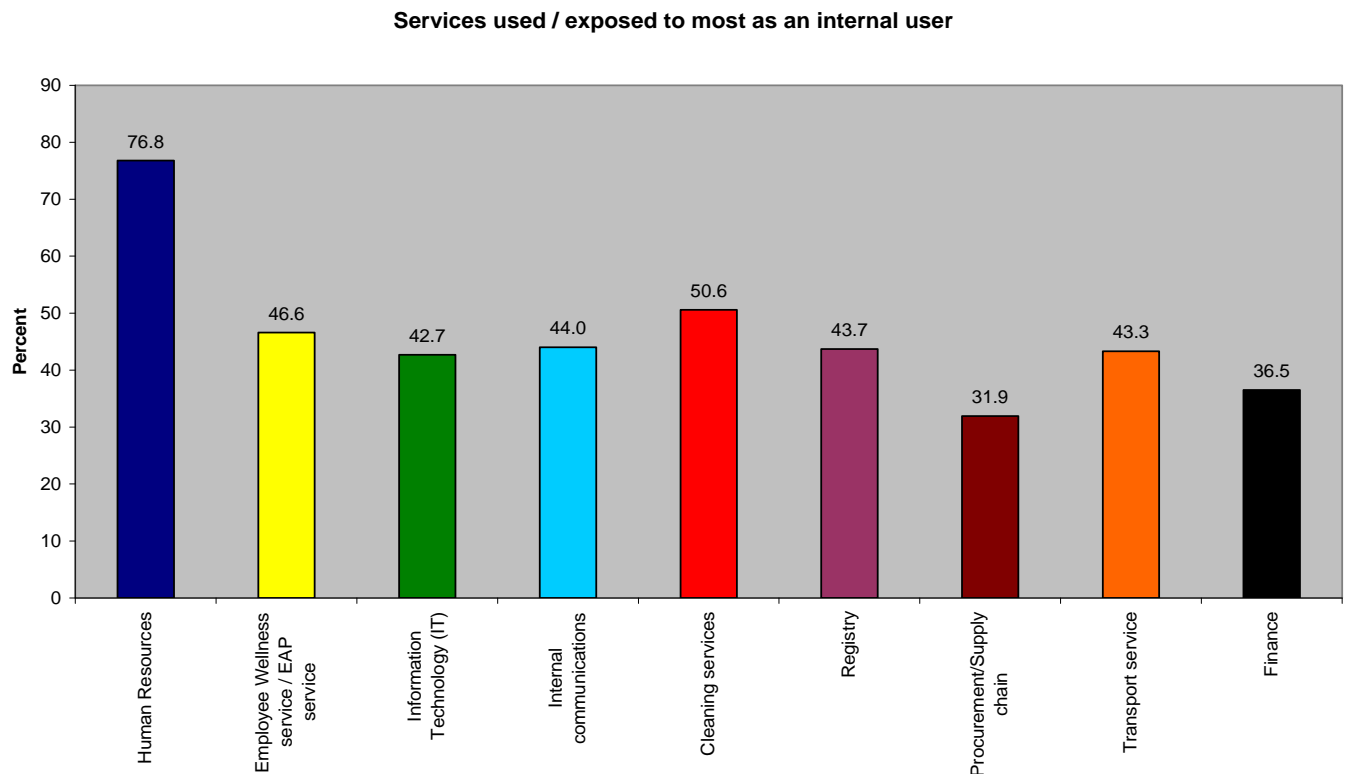
A question was posed as, "which of the following services do you use most or you are exposed to most as an internal service user?". The key rationale for this question was to

ascertain which services affect the internal customers' lives at work on almost a daily basis. The answers to this question would then assist LEDET to perhaps prioritise those services that are used most by the internal customers.

As expected, HR services are the services that internal customers use most. The figure 14 above also tells us that internal customers also take issues of cleanliness very seriously given that cleaning is rated as the second most "used" service. Two hundred fifty five (255) internal customers view cleanliness of the LEDET offices as an important service issue. The

third most used service is the Employee Wellness programme, with two hundred thirty five (235) employees.

Understandably, procurement/supply chain management (SCM) is the second least used service after finance. Though it is important to note that SCM does indirectly affect almost all the internal customers on a daily basis.

Information Technology (IT), internal communications registry and transport services are used with almost the same frequency by the internal service users.

4.2.5   Quality of services

It is important to note that a general statement can be made that the majority of the respondents gave a rating of "good" for each of the services listed below.

▪ **Human Resources**

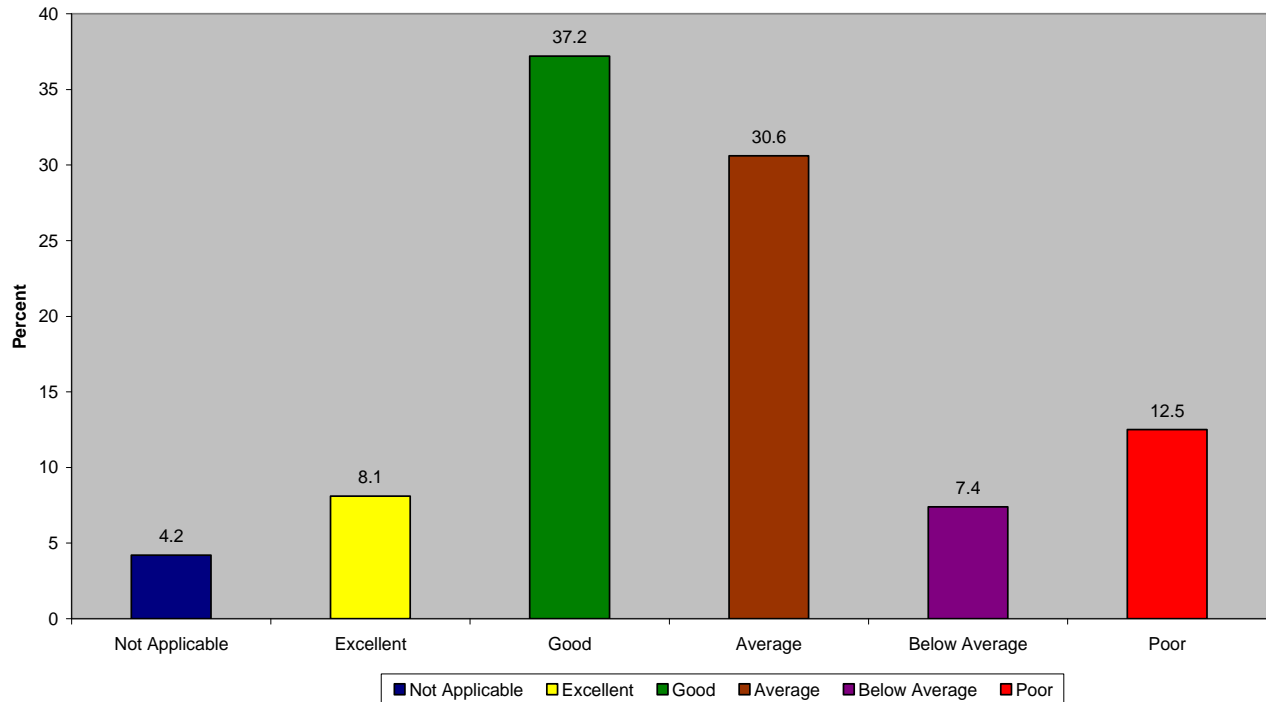**The quality and efficiency of the services and facilities of Human resources**

Figure 15: Quality of Human Resources

Out of four hundred and seventy one (471) respondents who answered the above question, one hundred and seventy five (175) think that HR is doing a "good" job. This represents thirty seven point two percent (37.2%). On the other hand, only thirty eight (38) - this represents eight point one percent (8.1%) rate HR as, "excellent" whilst a significant number of fifty nine (59) rate the service as "poor". This represents twelve and a half percent (12.5%).

It is important to note that one hundred and forty four (144) internal customers rate the service as just average. HR needs to take note of this. This means that 144 do not necessarily think that the service is good but are also not necessarily saying its bad either. It means that HR needs to put more effort to improve the standard of service.

▪ **Employee Wellness**

The quality and efficiency of services and facilities of Employee Wellness services / Employee Assistance Programmes
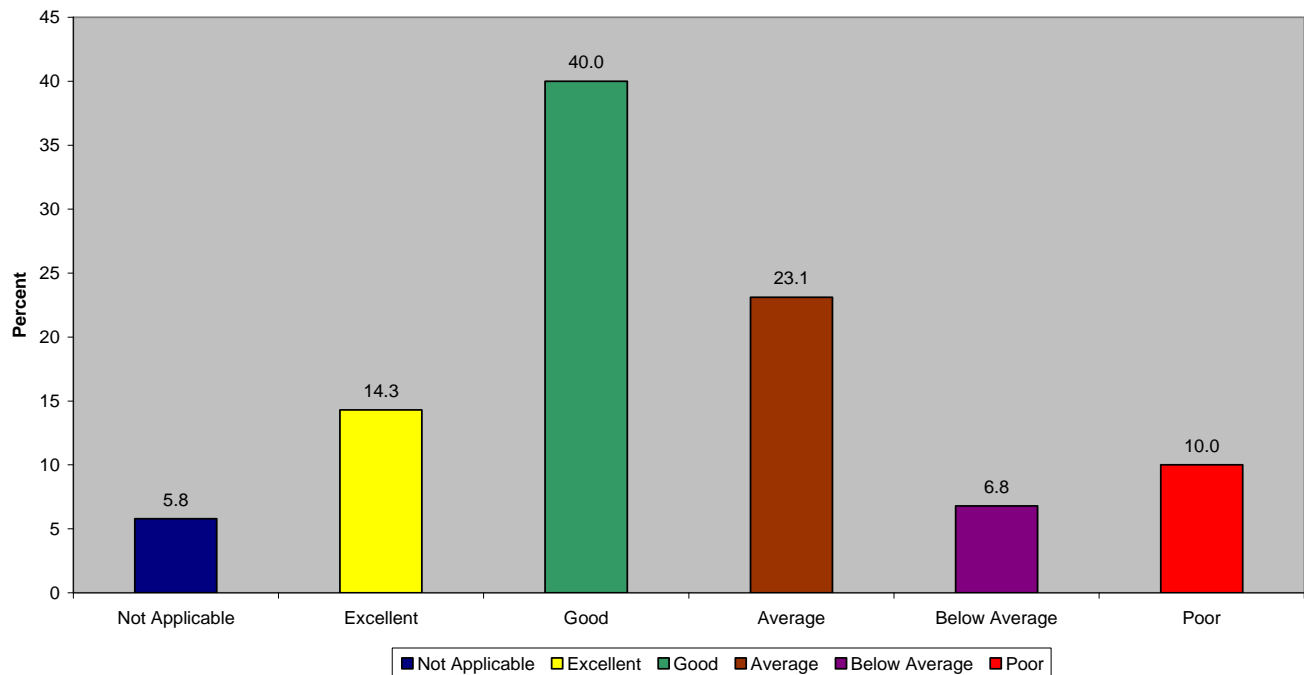

Figure 16: Quality of Employee Wellness

Employee Wellness plays a critical role in the well-being of employees at the workplace. In fact, it is inextricably linked to the motivation and therefore performance of employees. If employees have challenges that can not be addressed by Employee Wellness , this would have a far-reaching effect on the ability of employees to perform their duties as expected and thereby adversely impacting on both internal and external service delivery.

According to figure 16, one hundred and seventy one (171), that is forty percent (40%), out of four hundred and twenty eight internal (428) clients who answered the question, rate Employee Wellness as, "good". Furthermore, sixty one (61), representing fourteen point

three percent (14.3%) think that Employee Wellness is an, "excellent" service. However, ten percent (10%), that is forty three (43) out of the 428 who answered the question think that the service is, "poor". When taking into account that ninety nine (99), that is twenty three point one percent (23.1%) rates the service as average.

The Wellness directorate should conduct a thorough assessment of its services in order to ascertain the key gaps with the view of closing them.

▪ **Information Technology (IT)**

The quality and efficiency of services and facilities of Information Technology(IT)
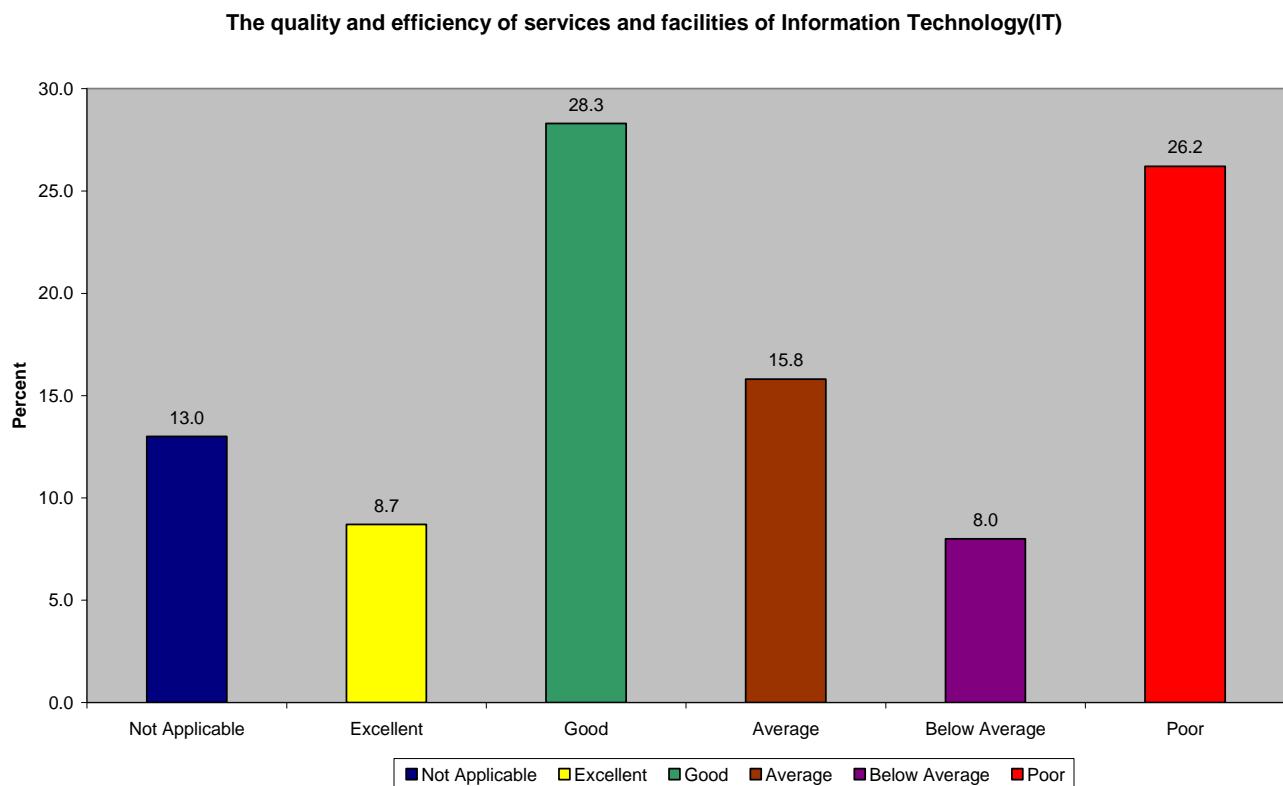

Figure 17: Quality of Information Technology service

Information Technology (IT) plays a critical role in the efficient functioning of any organization. Almost everyone in any organization is affected one way or the other by IT. It is therefore against this reality that most the internal service users generally have strong views and perceptions about IT.

It is interesting to note that out of four hundred and twenty four (424) internal service users who responded to this question, fifty five (55), meaning thirteen percent (13%), indicated that the service is not applicable to them. Perhaps this could be explained by the large numbers of "non-office" workers based in the nature reserves.

One hundred and twenty (120) rate IT services as, "good". However , more concerning is the huge number of one hundred and eleven (111) - this represents twenty six point two percent (26.2%), who have rated the service as "poor". The number of internal customers who think the service is good is almost the same as that of those who think that the service is poor.

It is clear from the statistics that the IT division needs to devise a strategy of improving the level of service it renders to its internal clients.

- ▪ **Internal Communications**

The quality and efficiency of the services and facilities of Internal Communications
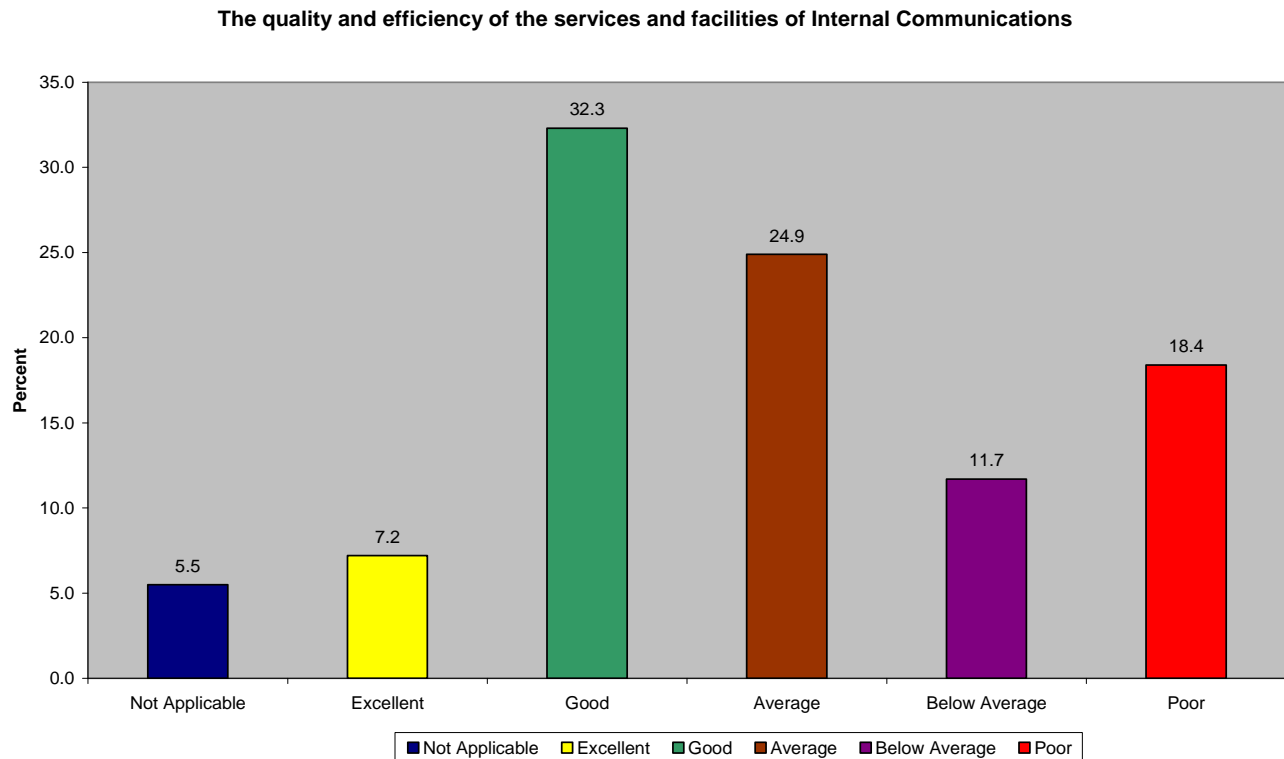

Figure 18: Quality of Internal Communications service

Communications is one of the key organizational facets that impacting directly on any organisation's climate and culture. It is a known fact that lack of open communication in an organization leads to high levels rumour-mongering, lack of trust and increased

suspicion and general distortion of facts. Ultimately all these adverse consequences lead to a negative organizational climate and also engenders a culture that is not conducive for high performance. It is therefore against this backdrop that the critical importance of Internal Communications as a service should be understood and appreciated.

Four hundred and eighteen (418) respondents answered the question on Internal Communications. Of the 418, one hundred and thirty five (135) – which represents thirty two percent point three (32.3%), rate this service as "good", whilst one hundred and four

(104) perceive the service as average. This represents twenty four point nine percent (24.9%).

These results mean that there is still "room" for improvement, especially when taking into account the fact that seventy seven (77) – that is eighteen point one percent (18.1%) think that the service is poor, whilst on the other hand, only thirty (30) – representing a mere seven point two percent (7.2) rate the service as "excellent".

- **Cleaning**

The quality and efficiency of the services and facilities of cleaning services

Figure 19: Quality of Cleaning Service

One hundred and fifty eight (158) out of four hundred and thirty nine (439) - this represents thirty six percent (36%) rate their experience of cleaning as, "good". On the other hand,

one hundred and one (101) rate this service as just average. Seventy two rate the service as, "poor". This represents sixteen point four percent (16.4%).

The findings indicate that whilst the majority of the respondents think that the cleaning service is good, there is however a need for improvement given that over fifteen percent (15%) think that the service is poor.

A clean environment has a positive impact on the morale and indeed the health of the employees. Hence it is important that management see this issue as an important organizational climate matter.

- Security

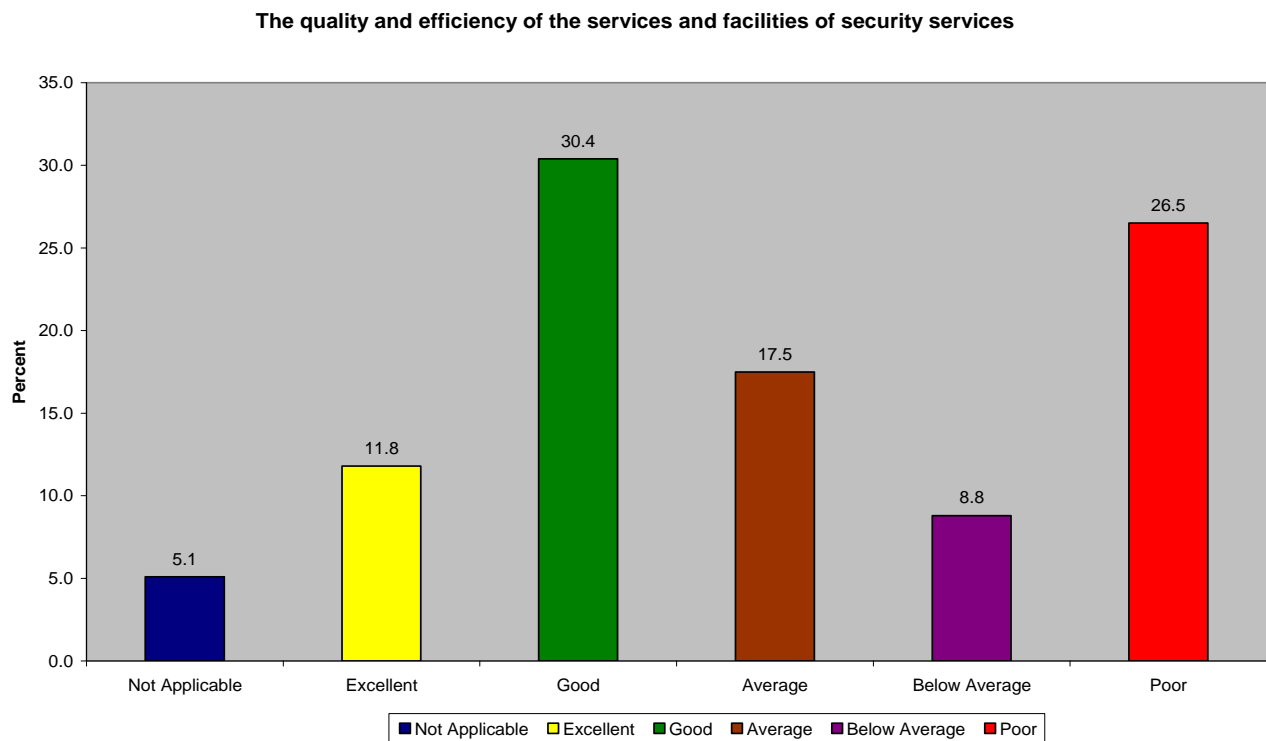**The quality and efficiency of the services and facilities of security services**

Figure 20: Quality of Security service

Security was also rated as an important service given that employees need to feel protected and secured at the workplace. Employees also want to feel that their belongings are also safe when at work. A feeling of safety and security has an important positive psychological impact as this ensures that employees can focus on their work without being preoccupied with concerns for their safety.

One hundred and thirty two (132) internal customers, out of four hundred and thirty four (434) regard the security service as, "good". Whilst on the other hand, one hundred and fifteen (115) of internal customers rate the service as, "poor". This represents twenty six and a half percent (26.5%). This is a very high percentage.

It would be important for the directorate responsible to conduct a detailed assessment to identify the key gaps that render the service poor.

- **Registry**

The quality and efficiency of the services and facilities of registry
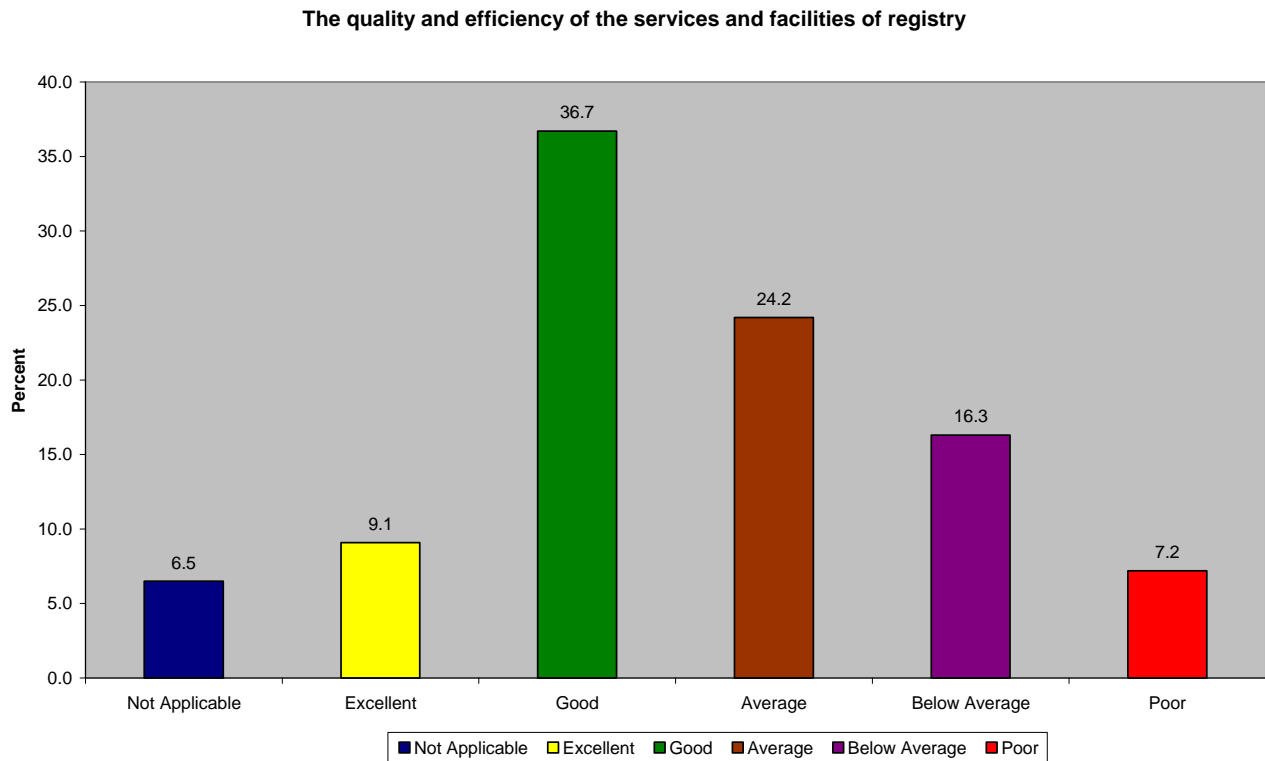

Figure 21: Quality of Registry service

Figure 21 indicates that one hundred and fifty eight (158) internal customers out four hundred and thirty (430) rate registry services as "good" , this represents thirty six point seven percent (36.7%) . Only thirty one (31) of the internal customers, which is seven point two percent (7.2%) have rated the service as, "poor". Generally the rating of this service is not so negative. However, when considering that one hundred and four (104) internal service users , which represents twenty four point two percent (24.2%), regard the service as , "average" , it means that Registry can still do a lot more to improve the service standards.

- **Procurement / Supply Chain Management (SCM)**

The quality and efficiency of the services and facilities of procurement / supply chain
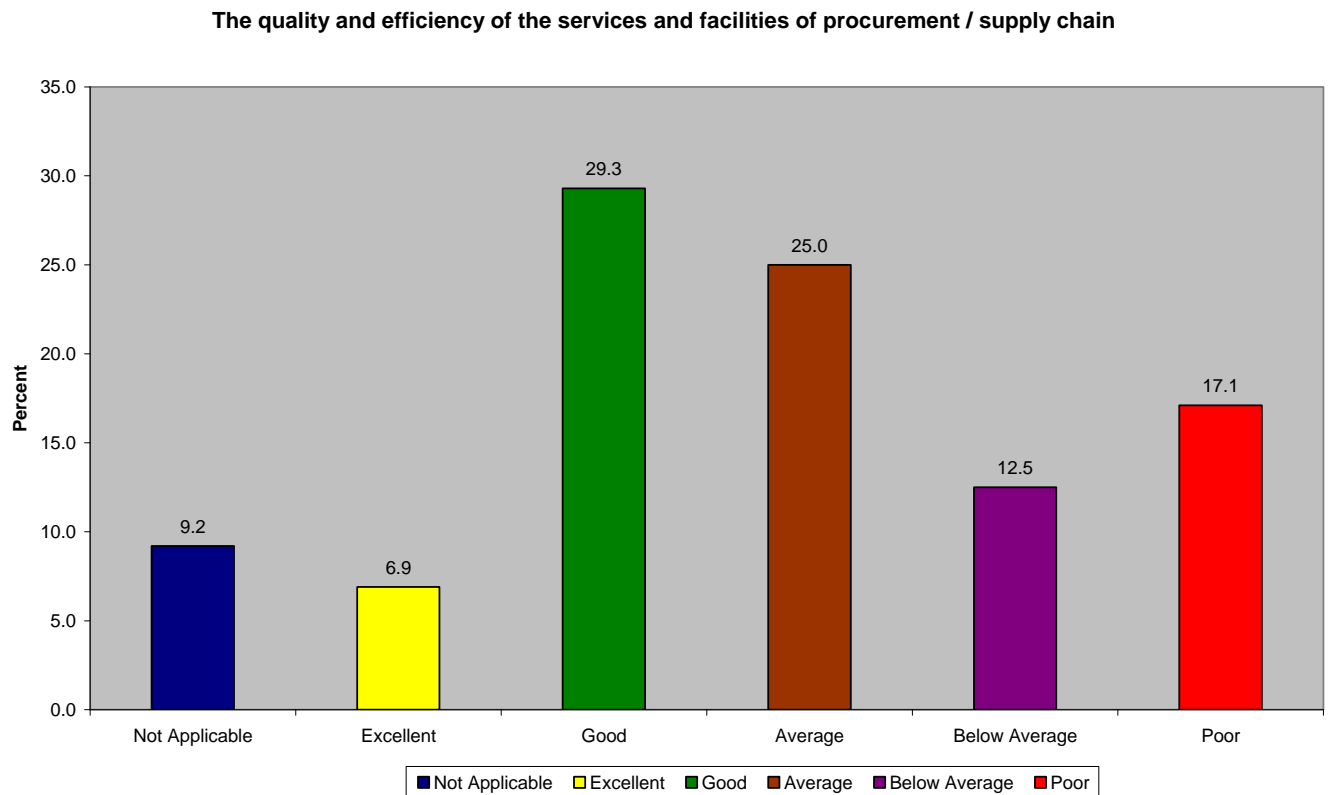

Figure 22: Quality of Supply Chain service

One hundred and fifteen (115) out of three hundred and ninety two (392), rate the SCM services as, "good". This represents twenty nine point three percent (29.3%). It is however also a concern that two hundred and fourteen (214) internal customers rated the service as below good.

SCM plays a central role in the service delivery value chain of the Department, in that procures goods and services which are required by LEDET for it to operate efficiently. It is common knowledge that for most departments in the Public Service, service delivery for

external service users is usually delayed and compromised also because of SCM related reasons such as slow turnaround times.

▪ **Transport**

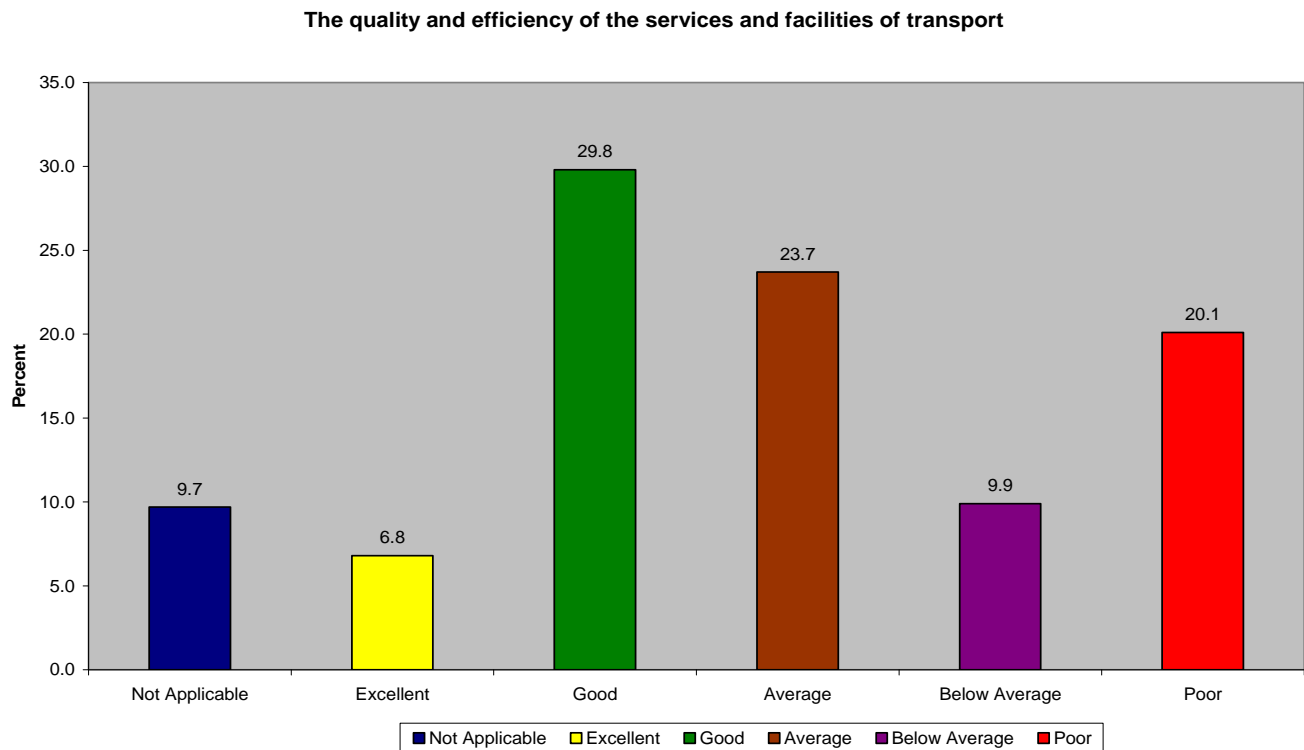**The quality and efficiency of the services and facilities of transport**

Figure 23: Quality of Transport service

Transport services are also key services in ensuring that the Department operates in an efficient and effective manner. Given that the majority of employees at LEDET are not part of the senior management system (SMS), they therefore rely on Government cars to perform their duties and therefore ensure that service delivery takes place.

Lack of an efficient and effective service with regards to Government cars therefore implies that officials of the Department would not be able to perform their duties and as a result service delivery would also be affected adversely.

One hundred and thirty two (132) out of four hundred and forty three (443) of the respondents have rated the transport services as, "good". It is interesting to note that a significant number of eighty nine rate (89) rate the service as, "poor". This represents twenty percent (20%) of the internal customers who responded to the question.

- **Finance**

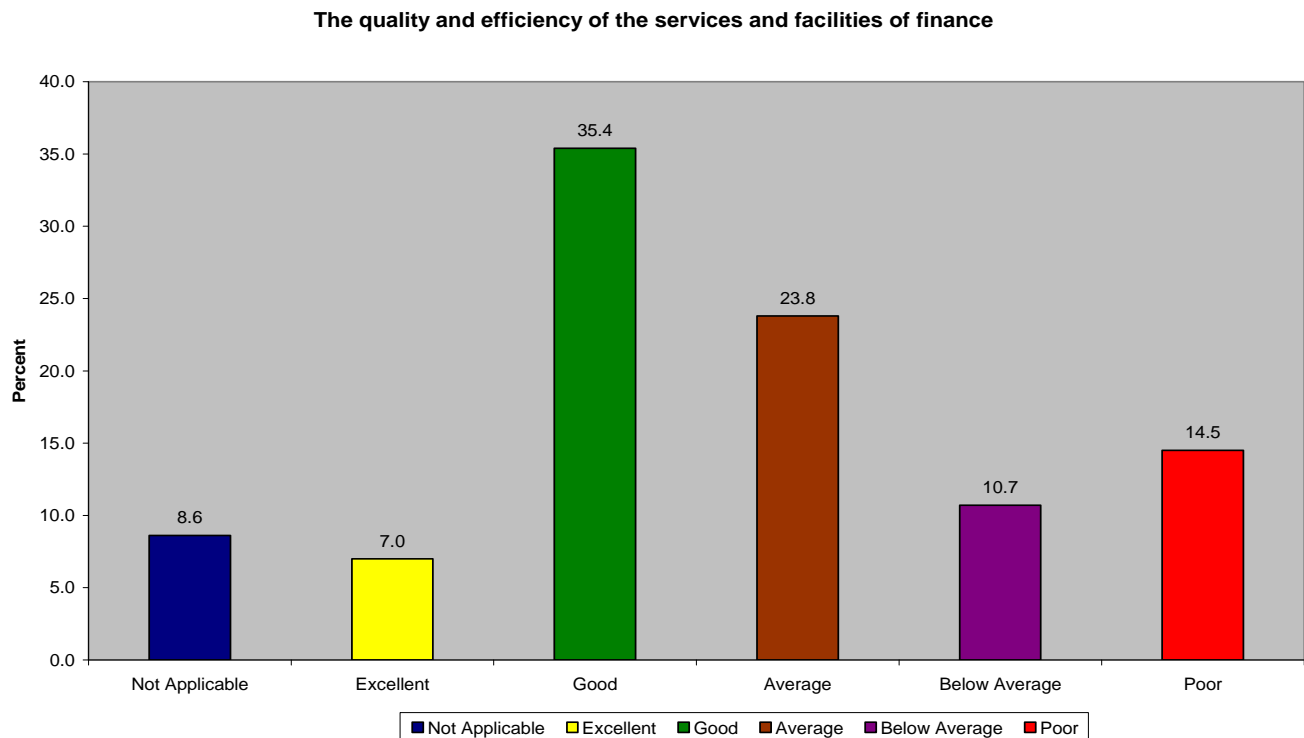**The quality and efficiency of the services and facilities of finance**

Figure 24: Quality of finance service

Finance, which is linked to SCM is a critical service in any organization. Goods that are procured have to be paid for and therefore this implies that the efficiency of most of the services depends on the extent to which finance is also efficient , especially in terms of processing payment for goods and services on time. Though most of the respondents might not be directly affected by the service received from finance, they are nevertheless still affected indirectly.

One hundred and fifty six (156) internal customers out of four hundred and forty one (441) rate the services offered by Finance as, "good". However on the other hand, one hundred and one (105) regard the services as average. This represents twenty three point eight (23.8%) of the respondents. Though a rating of average is not necessarily a negative rating as such, however it is also not a positive one because clients are indicating that they are not sure about the quality of the service. This means that Directorate needs to concentrate on closing this gap.

- **Elevators or "lifts"**

The quality and efficiency of services and facilities of lifts
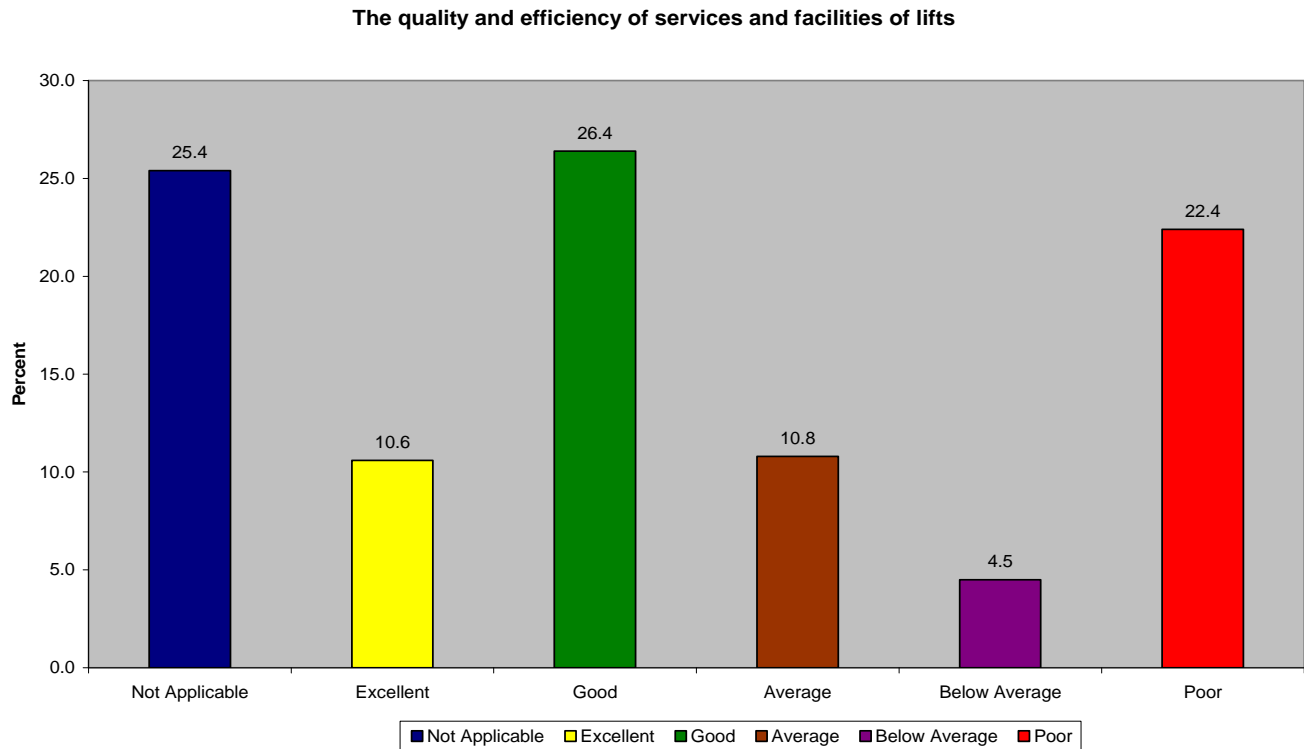

Figure 25: Quality of Elevators as a service

A question on elevators or "lifts" as they are colloquially known might at first appear as trivial or banal. The reality is that elevators play a basic but key role in the lives of

employees on a daily basis and therefore have a powerful impact on the morale and indeed the effective performance of employees. For instance, if elevators do not work for

most of the time and therefore are a constant source of are a constant source of frustration for employees, this in turn contributes towards low employee morale.

It is therefore against this background that the research team though that the internal clients' views on this service would need to be solicited.   The results of the respondents would however need to be interpreted with caution as it is clear that it is mostly employees based in Polokwane Head Office who are affected most by this service. Employees in the

nature reserves would not be affected by such a service given that their work premises do not have elevators. Hence, one hundred and eight (108) out of four hundred and twenty five (425) of those internal customers who responded to the question indicated that the question was irrelevant or not applicable to them.

Whilst one hundred and twelve (112) indicated that the service is "good", a significant number, ninety five (95), indicated that the service is, "poor". This represents eighteen percent (18%) of the respondents. This figure is still high and the directorate responsible, corporate services would need to focus on improving the functioning of the elevators.

- **Parking**

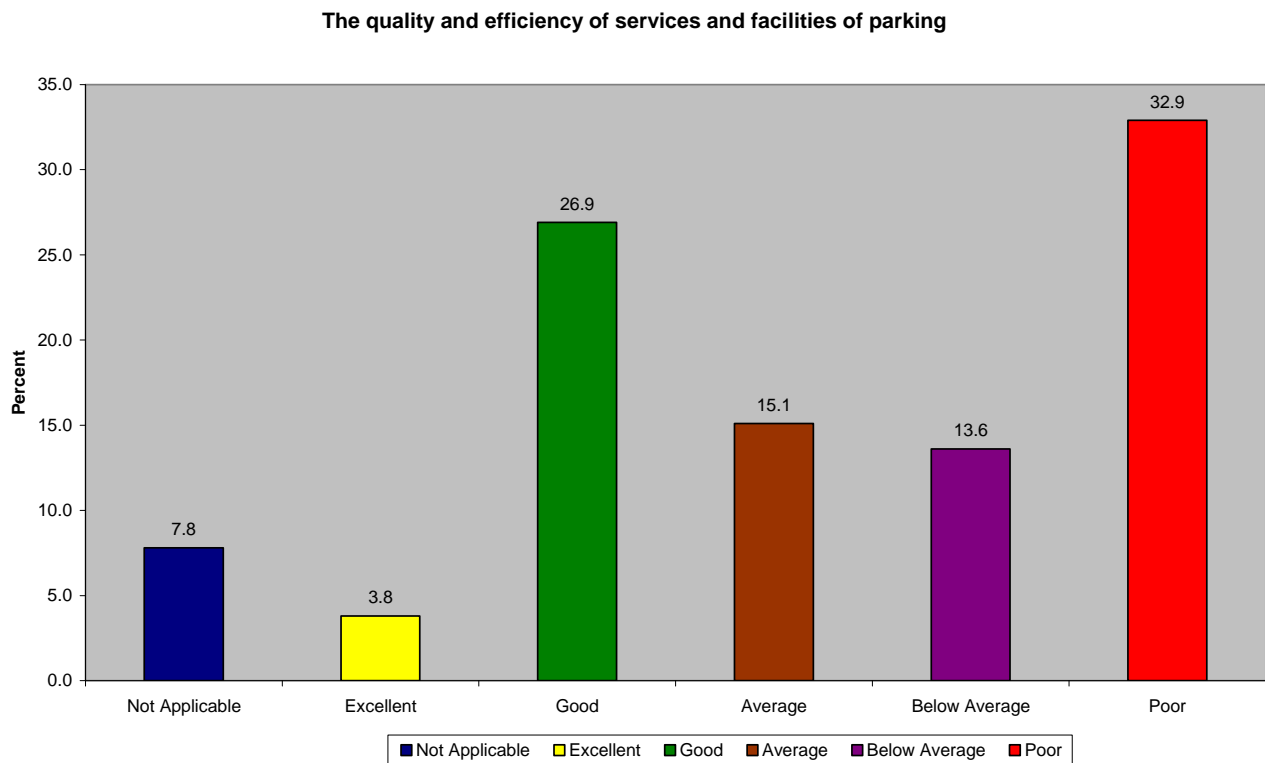**The quality and efficiency of services and facilities of parking**

Figure 26: Quality of Parking as a service

Parking, like elevators might, at face value, be regarded as a trivial or banal service or matter to raise in the CSS.   However, just like the issue of elevators, parking is a very important facility/service for most employees in most organizations.   The results as demonstrated by figure 26 are telling. One hundred and forty eight (148) respondents regard parking facilities as, "poor". This represents thirty two point nine percent (32.9%) of the respondents.

Given that LEDET is in the process of acquiring and moving into new buildings, it would be hoped that the challenge of parking would be resolved.

- **Services for internal clients with disabilities**

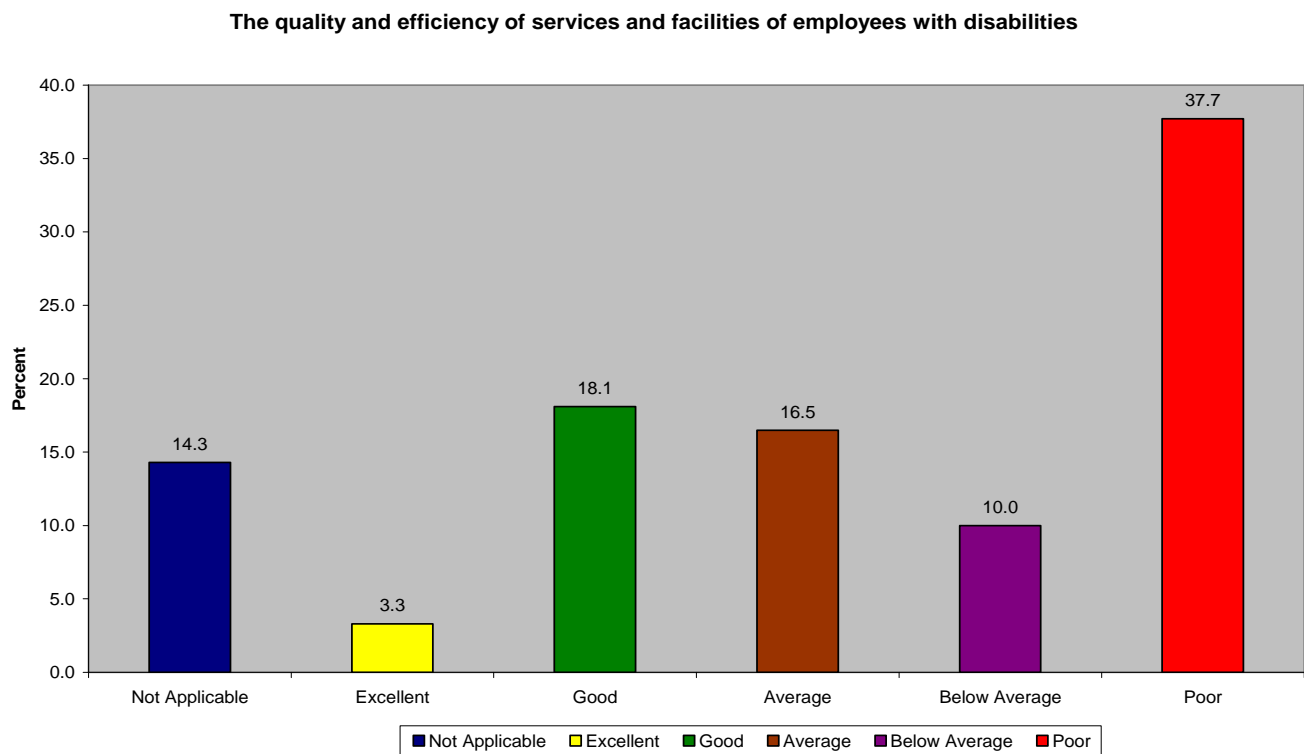**The quality and efficiency of services and facilities of employees with disabilities**

Figure 27: Quality of services for internal customers with disabilities

Employees with disabilities have special needs. Therefore, the survey on internal customers had to pay a special attention to their needs as a special category of customers.

The results are not so positive as one hundred and fifty eight (158), that is thirty seven percent (37%), of the respondents regard the provision of services for disabled internal customers as poor. Only seventy six (76) out of four hundred and nineteen (419), which is eighteen point one (18.1%) regard the services or facilities for disabled internal customers as good.

Given the need to attract and retain employees with disabilities, it is important that LEDET should ensure that it creates an enabling and empowering environment for employees with disabilities by providing services that are specific to them with the requisite high standards. The Employee Wellness directorate should take note of this finding and put in place interventions to improve the situation.

It is important to address this short-coming also because disabled internal customers should not have perceptions that they are being discriminated against.

- ### Reasons for poor service provided to internal customers

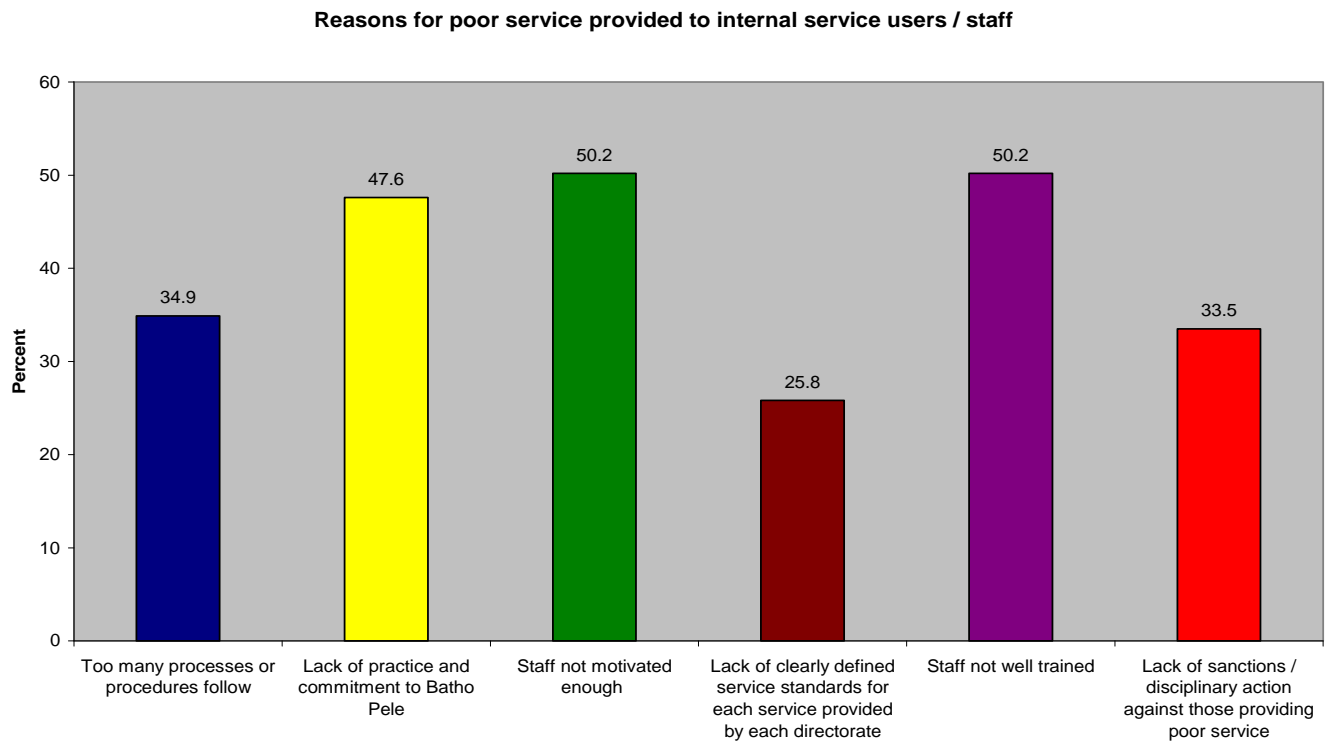**Reasons for poor service provided to internal service users / staff**

Figure 28: Reasons for poor service

Whilst the respondents rated various services according to their experiences, one of the key and important questions posed was, "what do you think are some of the reasons for poor service provided to internal service users?". It was important to pose this question given that its not enough to just know how internal clients rate various services, it is equally important to solicit the internal customers' views regard the reason for poor service.

According to figure 28, two hundred and fifty three (253) internal customers think that the reason why the service they receive is poor is because officials who provide those services are themselves not motivated enough. This implies that staff members know that there are

other underlying organizational factors that have led to low staff morale or staff not being motivated enough to provide good service.   This point is important as it has been mentioned elsewhere in this report that good customer service is a function of a good organizational climate and culture. In other words if staff is unhappy and therefore are demotivated and are also experiencing low morale due other factors in the organization, it is likely that the service they render would in turn not be of the requisite standard. In simple terms, unhappy staff leads to unhappy customers.

Therefore, it means that for any organization to have high standards of service it also needs to ensure that general conditions of service and other organizational climate and culture issues are addressed and resolved so that staff can have high levels of motivation and morale. In this case, staff is likely to go beyond the call of duty when providing services.

In addition to low motivation as a reason for poor service offered to internal clients, the respondents also attribute poor service to lack of training, non compliance to and practice of Batho Pele, lack of sanctions for staff that does not performance and red-tape. It is clear that most the reasons attributed to poor service stated are about underlying organizational development issues, i.e. training, performance management, leadership,

communications, culture and red-tape, among others.   This finding vindicates the argument that has been advanced throughout this report that service delivery is a function of systemic organizational issues such as training, culture, leadership, performance management and others.

This means therefore that whatever interventions that LEDET puts in place to address the gaps identified with regards to the internal CSS, these interventions need to address the key organizational development issues in a systemic fashion. Broader issues of organizational climate such as conditions of employment, staff development and training, leadership and

management style among other are all issues that impact on staff's ability to perform its duties effectively.

Figure 29 below is an elaboration of the figure 28 above. The question that was posed is , "what other factors hinder effective service delivery internally"? It is clear from figure 29 that once again similar issues or responses are attributed to poor service delivery.

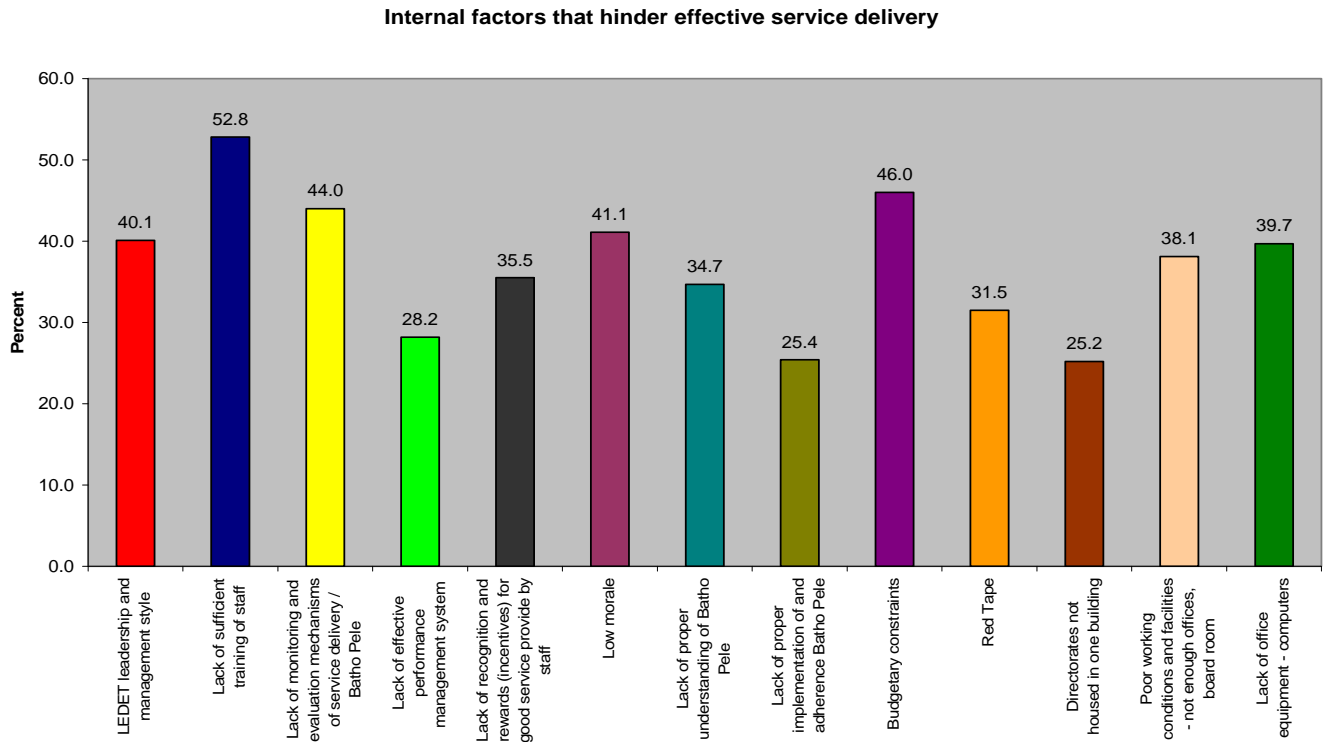**Internal factors that hinder effective service delivery**

Figure 29: Internal factors hindering effective service delivery

Figure 30 below reiterates the key role that other broader organizational facets including leadership play in enabling or disabling service delivery and a customer centric culture. Leadership also features prominently in the figure 29 above as one of the key reasons for poor service delivery experienced internally. Figure 30 below reinforces this finding. The

majority of LEDET internal service users believe that leadership or management does not "walk the talk" or put differently, it does not "practice what it preaches". Three hundred and nine (309) think that LEDET leadership is not exemplary in so far as practicing Batho Pele is concerned. This represents sixty seven point six (67.6%). Only one hundred and forty eight (148) believe that LEDET leadership / management do practice Batho Pele and therefore leads by example. This represents only thirty two point four percent (34.4%), less than half of the respondents who think otherwise.
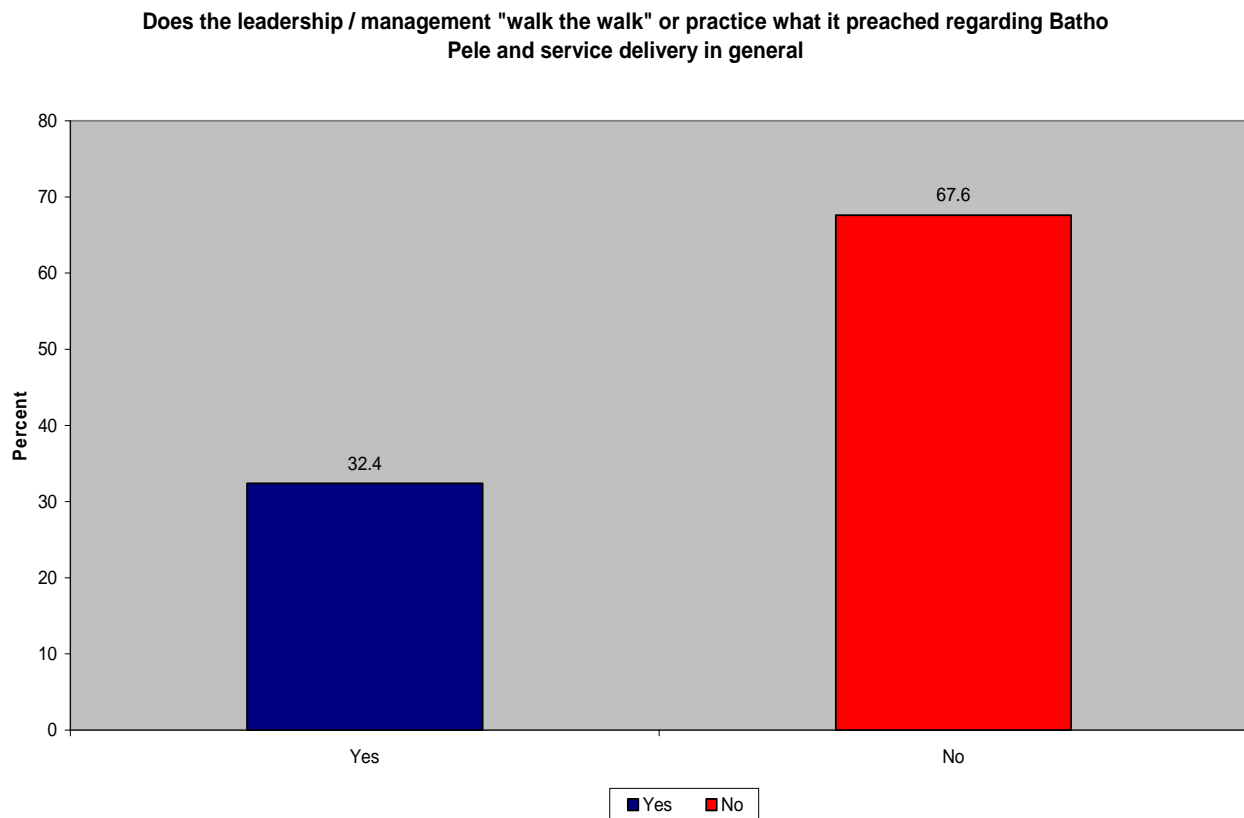
Does the leadership / management "walk the walk" or practice what it preached regarding Batho Pele and service delivery in general

Figure 30: Leadership's "walk the talk" with regards to Batho Pele

Is the department's organisation culture or climate conducive towards creating a customer-centric / Batho Pele ethos
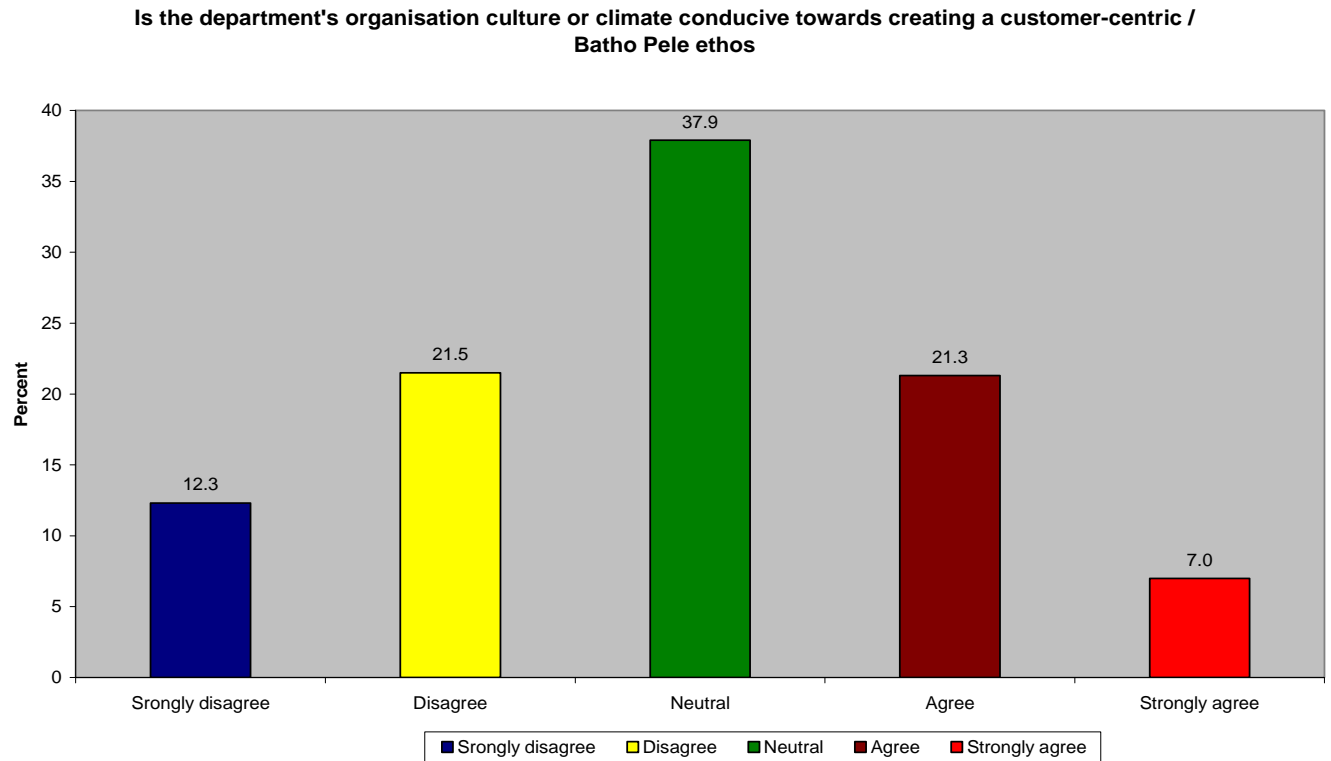

Figure 31: LEDET organizational climate's conduciveness for customer centricity

Figure 31 above, reinforces the importance of a conducive organizational climate and culture in order to engender a customer-centric ethos.   It is clear that even the internal customers view a good organizational climate as important for creating an atmosphere whereby Batho Pele can thrive. However, the majority of the respondents think that LEDET 's organizational climate is not conducive for a customer centric or Batho Pele ethos. Furthermore, fifty five (55) respondents strongly disagree that a conducive organizational climate currently prevails in LEDET. On the other hand, only thirty one (31) strongly agree that a conducive organizational climate exists at LEDET.

These findings are a further indication and confirmation that in addressing the gaps identified as a result of the internal CSS, LEDET needs to ensure that it adopts a holistic approach by addressing the underlying organizational climate factors - such as leadership, training, culture, motivation among others.

- **Redress and Complaints**

The questions below are related to one of the important Batho Pele principles, that is redress and issues of complaints.   For an organization to be seen as being truly customer-centric, it has to be seen to be addressing complaints that customers relating to the service they receive.

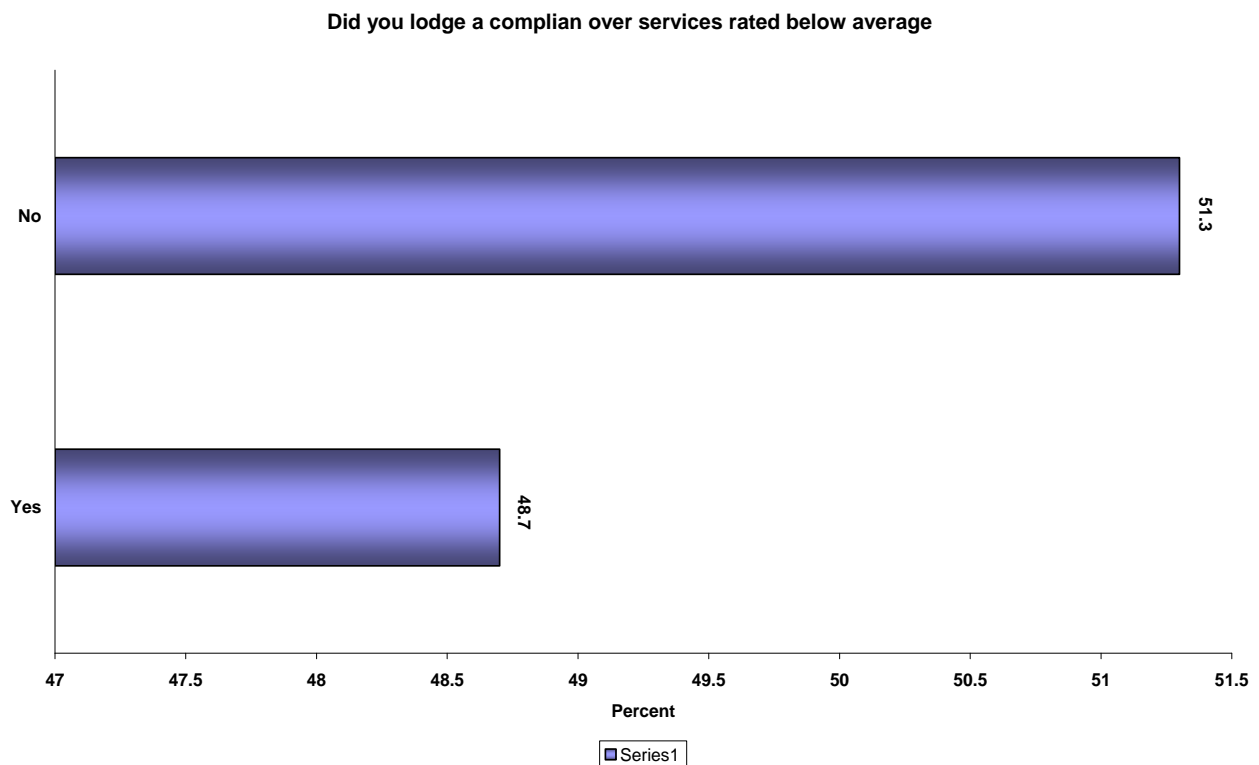**For those services that you rated below average did you lodge a complaint?**

Figure 32: Lodging of complaints

Figure 32 indicates that the majority of the respondents did not lodge a complaint for receiving poor service.   Two hundred and twenty two (222) out of four hundred and thirty three (433), which represents fifty one point three percent (51.3%), have not reported or

complained about poor service. On the other hand, two hundred and eleven (211) which is forty eight point seven percent (48.7%) did lodge a compliant.

It is of great concern that such a significant number of internal customers did not register their complaints given that most of the staff is supposed to know that one of the key tenets of Batho Pele is the principle of redress – which relates to the issue of complaints. The key issues that need to be understood are the reasons for not lodging complaints. Figure 33 illustrates the motives for not complaining.

Reasons for not lodging complaints
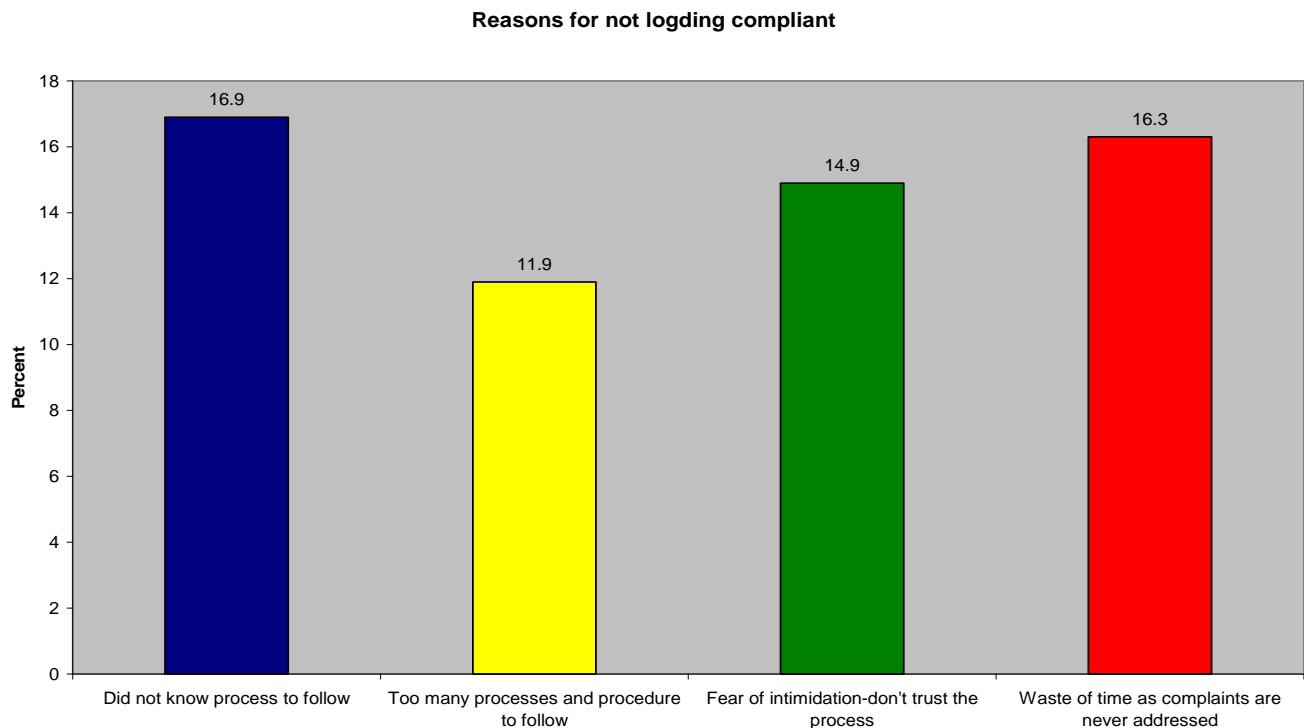
Reasons for not logding compliant

Figure 33 Reasons for not lodging complaints

Given the high number of internal customers who did not lodge complaints when receiving poor service, it is important to understand the reasons for not complaining. The reason for none reporting of complaints is of serious concern. These reasons pose even more

fundamental questions about broader issues of organizational climate and culture prevalent at LEDET.

Figure 33 indicates that there are three key reasons for not reporting complaints. Eighty five (85) of the internal customers do not know how to lodge a complaint with regards to poor service. The second major reason for not lodging a complaint is that internal customers think that it is a waste of time to do so. This suggests that these clients have in fact lodged complaints before but they were not resolved at all or they were not resolved to their satisfaction. Alternatively, it could also be that they know of their fellow colleagues who have lodged complaints in the past they were never satisfactorily addressed.

Another major reason for not lodging complaints is the fact that seventy five (75) of the respondents attribute this to fear of intimidation, harassment or even dismissal. This finding should be viewed in the most serious light by the Department. It implies that, either the respondents have themselves experienced such treatment to some degree or in some form or they have witnessed it happening to someone or others or they have been threatened with it. Once again, this finding has far-reaching implications as it raises questions about the prevailing organizational climate or culture at LEDET.

Method of lodging complaints

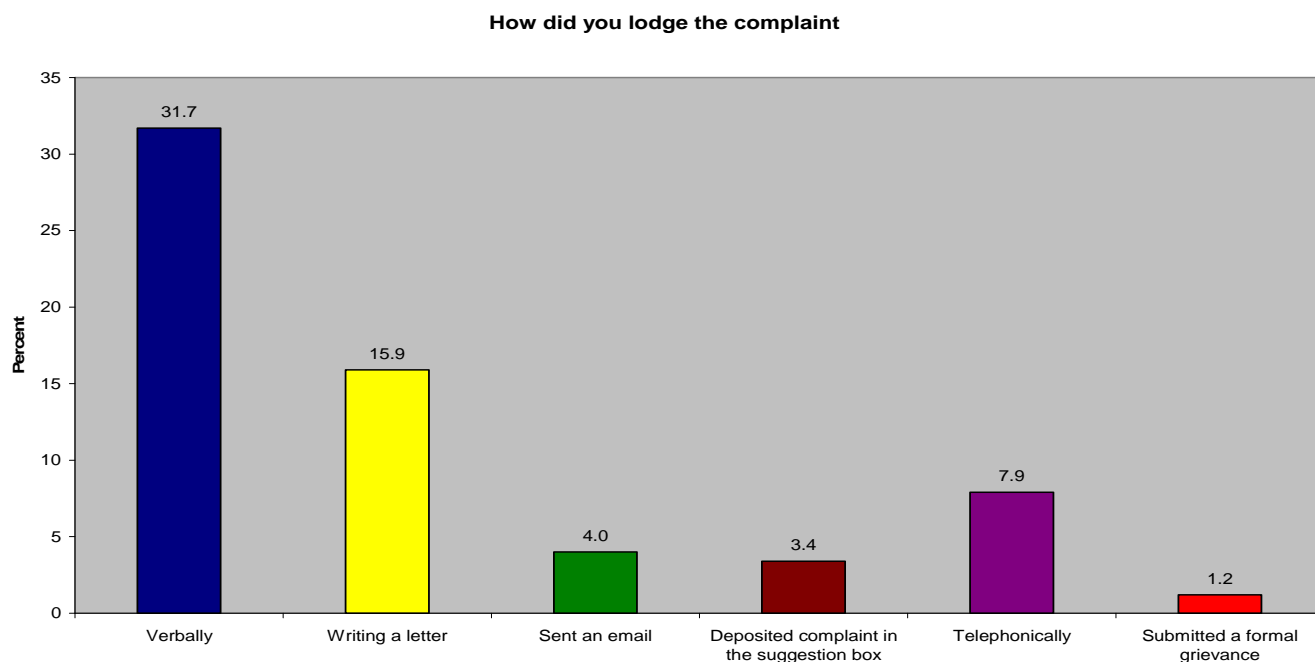**How did you lodge the complaint**

Figure 34: Method of lodging a complaint

Figure 34 above indicates that the majority of the internal customers who have lodged complaints regarding poor service, preferred to lodge them verbally. One hundred and sixty (160) of the respondents used this method. The second most preferable method was writing a letter, whilst only six internal customers in fact lodged a formal grievance.

These results are very interesting as they raise more important questions about the culture of openness and that of allowing employees to register their dissatisfaction without fear. The fact that most respondents used a verbal approach might suggest that they were reluctant to be on record (through a written format) for lodging a complaint given that a written submission would be there for the record and perhaps this could be used against the employee in future. The fact that only six (6) state that they have submitted a formal grievance also raises questions whether the low number is indicative of the fact that most staff members do not know about this process or they are scared to "go on record".

Consultation & methods of facilitating complaints
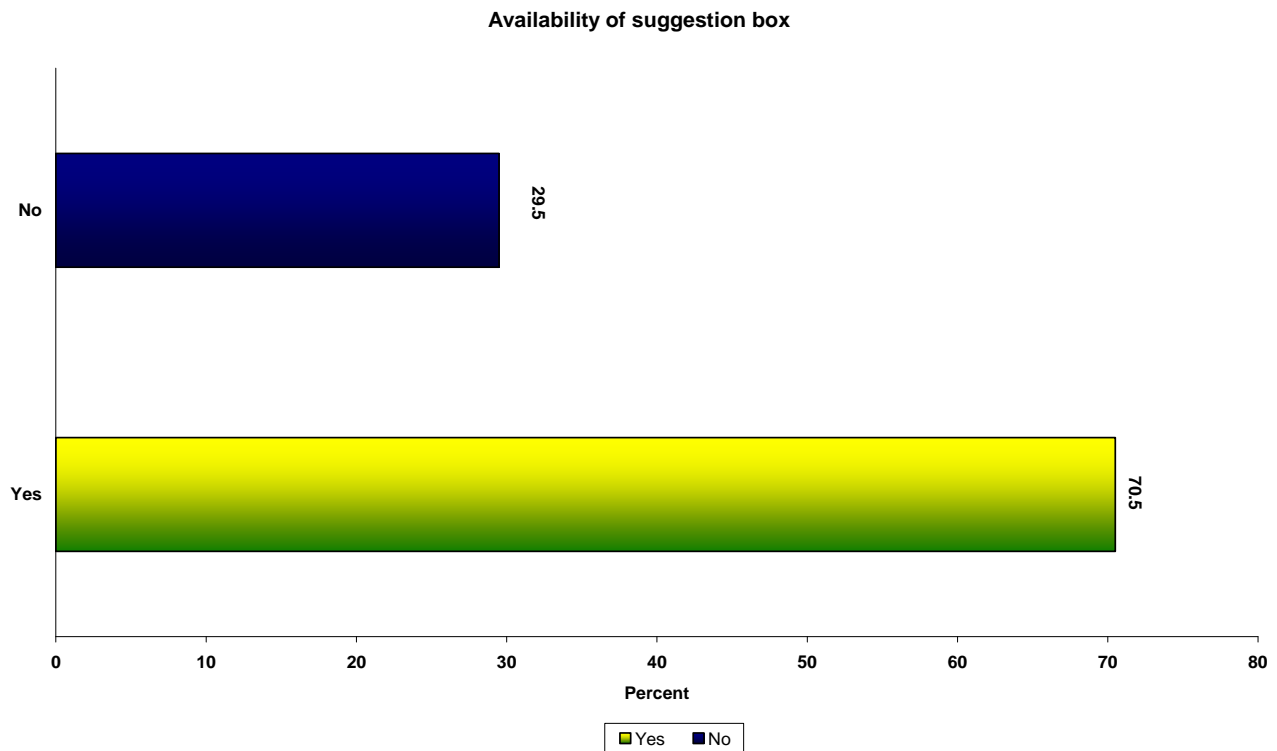
Availability of suggestion box

Figure 35: Consultation and methods of facilitating complaints

The WPTSD states consultation as one the key means of addressing customer needs and complaints. It further states that suggestion boxes are an important vehicle of effecting consultation. Apart from other means of registering complaints as illustrated in figure 34, the research team identified suggestion boxes as another important mechanism for both consultation and facilitating the resolution of complaints. It is one of the quickest and easiest mechanisms to implement. Furthermore, suggestion boxes also counter some of the shortcomings of other mechanism of resolving complaints such as formal letters and formal grievances. For instance, suggestion boxes offer confidentiality and anonymity, whilst on the latter mechanisms do not offer.

A question on whether there are suggestion boxes in the building was posed. Three hundred and forty two indicated (342) indicated that yes there are suggestion boxes. On the other hand, one hundred and forty three (143) indicated that there are no suggestion boxes. The internal customers that indicated that yes there is a suggestion box, could be those located at the Head Office – because the suggestion box is conspicuously placed at the reception / entrance of the Head Office. It therefore could be that there are no suggestion boxes at the nature reserves and some of the district offices.

This suggests that, whilst it is commendable that the suggestion boxes are available at the Head Office, LEDET needs to ensure that suggestion boxes are also available at each and every LEDET building. This is important not just to facilitate complaints but to engender a culture of expression of views and dialogue – an important element of a healthy organizational climate.

Effectiveness of resolving complaints

Was the compliant satifactorily addressed
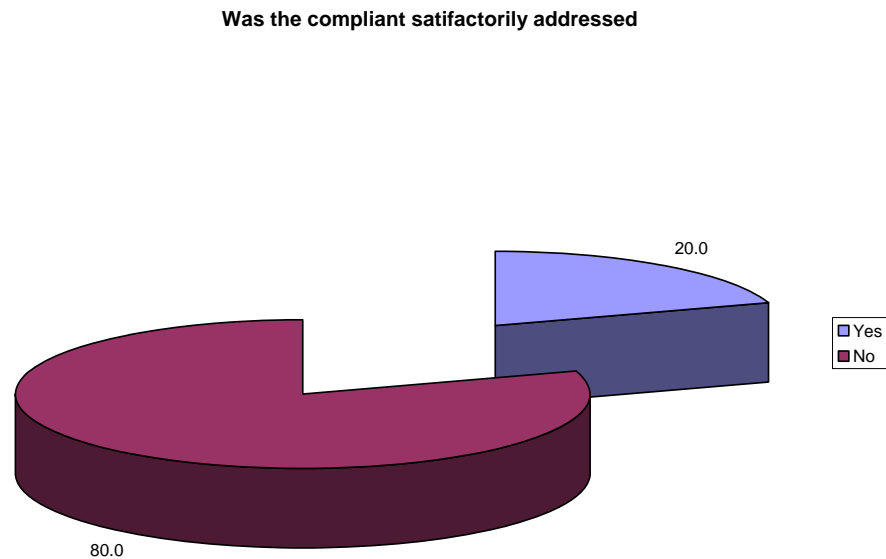
20.0

Yes
No

80.0

Figure 36: Were complaints satisfactory addressed?

It is one thing to put in place mechanisms for reporting and lodging of complaints, however it is also equally important to ensure that these mechanisms are indeed used effectively to address the complaints to the customer's satisfaction.   This is one of the key principles of customer service and satisfaction.

Figure 36 indicates that out of two hundred and forty five (245) internal customers, only forty nine (49) were satisfied with how the complaints were handled. This represents twenty (20) percent of the internal clients.   On the other hand, one hundred and ninety six (196)

indicate that their complaints were not satisfactorily addressed. These statistics could also explain why the vast majority of the internal clients do not bother to lodge complaints[16].

Are compliants or suggestions raised via suggestion boxes taken seriously
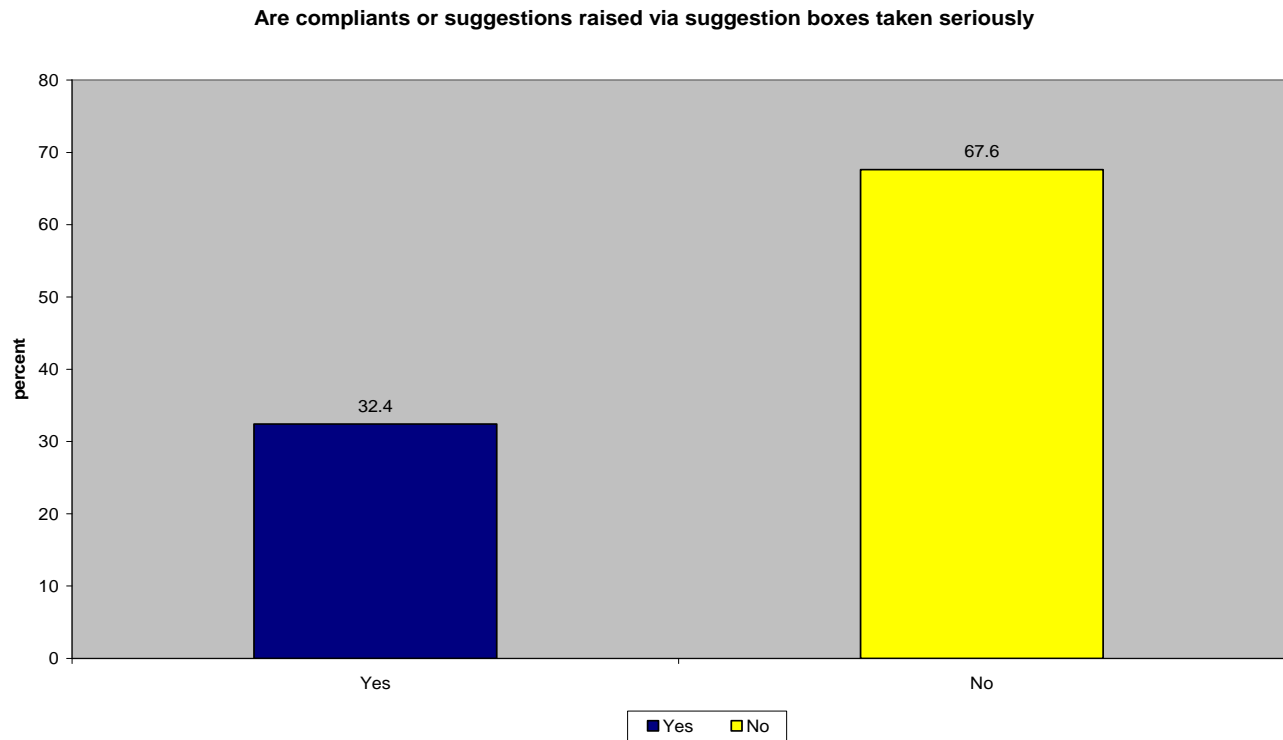

Figure 37: Are complaints taken seriously?

Figure 37 indicates that the majority of the internal customers are of the view that their complaints or suggestions that are deposited in the suggestion boxes are not taken seriously. This question and response reinforces the findings as depicted in figure 36. Once again the reason why most of the respondents indicated that they do not even both to lodge complaints, could also be due to the fact that when they do submit their complaints and suggestions via the suggestion boxes, their complaints are not taken seriously.

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[16] See figure 32

Two hundred and thirteen (213) out of three hundred and fifteen (315) respondents say that their complaints and suggestions via suggestion boxes are not taken seriously. This is compared to only one hundred and two (102) who say that their suggestions are taken seriously.

Turn around time for addressing complaints
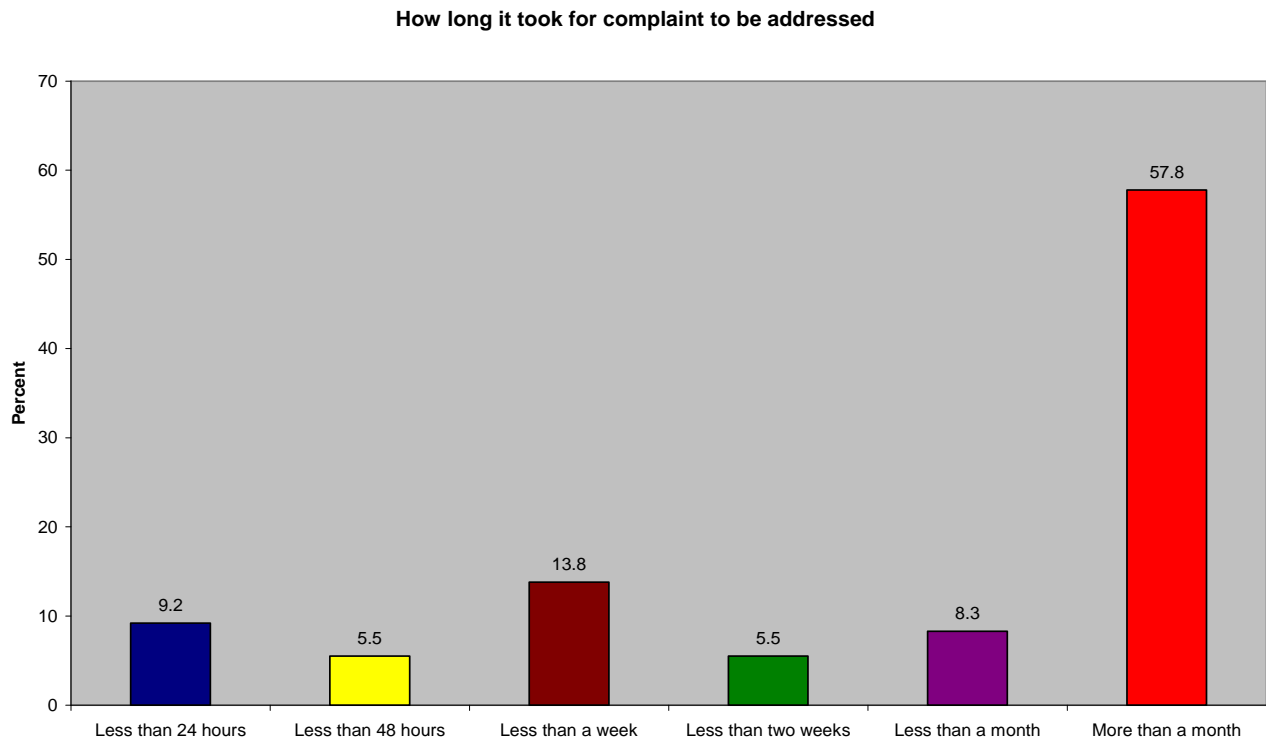
How long it took for complaint to be addressed

Figure 38: Turnaround time for addressing complaints

One of the critical elements of customer service is the amount of time it takes to resolve a customer's complaint. In order for customers to have faith in any organization's service standards, they need to see the organization addressing their complaints speedily and satisfactorily. In fact, customers sometimes are realistic and do expect that there would be challenges that lead them to complaining , however what clients do mind most of the time is when they see their complaints not being addressed at all or not being addressed

satisfactorily. Even worse, customers lose even more faith and trust when the turn around is just too long to resolve the complaint.

Figure 38 says it all. For those who lodged complaints, it took more than a month for the complaints to be resolved – if at all. It is clear that there needs to be much faster and

shorter turn around times for resolving complaints by internal clients so that they should not lose faith in the system. Directorates need to vigorously enforce their service standards by improving the monitoring of issues such as turn around time and so forth.

PART C: EXTERNAL SURVEY

The WPTPSD states that, "All national and provincial departments must, regularly and systematically, consult not only about the services currently provided but also about the provision of new basic services to those who lack them. Consultation will give citizens the opportunity of influencing decisions about public services, by providing objective evidence which will determine service delivery priorities. Consultation can also help to foster a more participative and co-operative relationship between the providers and users of public services."[17]

LEDET, as already alluded to elsewhere in this report, plays a pivotal role in the socio-economic landscape of the Limpopo Province. It is therefore imperative that LEDET should continuously strive to improve the standard of services it provides to its customers. Therefore, the CSS project was aimed at soliciting LEDET's customer's perceptions, opinions, views regarding their service experience with LEDET. Through the CSS, LEDET also seeks to identify the key gaps and concerns as identified by the customers in order to devise structured service delivery improvement programmes – thus improving the levels of customer satisfaction. By implementing a CSS, LEDET seeks to comply with the requirements of the WPTPSD (especially the requirement of consultation) as quoted above.

Part C of this report focuses on the external component of the LEDET CSS project. The survey covered all the district municipalities within which LEDET operates. Part C comprises the following key chapters:

- Chapter 5: Research Survey Design

- Chapter 6: Data Collection and Capturing

- Chapter 7: Survey Findings and Analysis

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[17] White Paper on Transforming Public Service Delivery (WPTPSD), Chapter 4 , pg18

CHAPTER FIVE: RESEARCH DESIGN

Chapter Five is aimed at providing a comprehensive overview the research survey design for the external component of the CSS. Below is figure 39 which provides a schematic representation of the external survey approach.
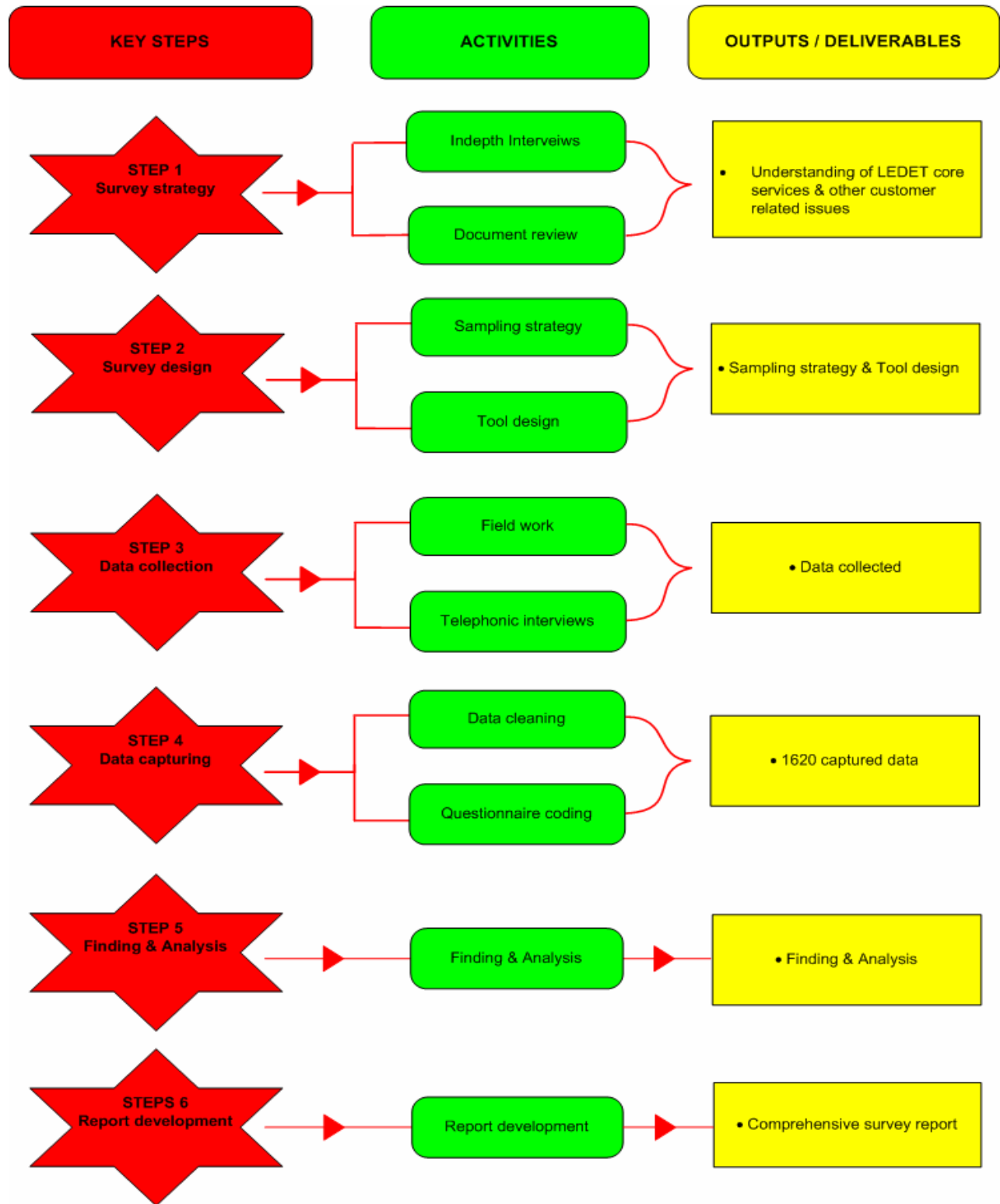
Figure 39: External CSS Approach

5.1   Sampling strategy and design

The sampling strategy section focuses on the sample size, research population, research sites, data collection instruments, the research limitations and quality assurance.

5.1.1   Research population

The study covered the external customers of LEDET and also some of the potential customers as well, across all the districts municipalities. Given that LEDET has a diverse mandate, *viz* including tourism, environment and general economic development, the nature of its customer base.

The study attempted to cover a broad spectrum of customer segments of LEDET customer base including:

- Liquor license applicants

- Hunting permit applicants

- Developers

- Entrepreneurs

- General public.

5.1.2   Sample Size

The total sample size of the research survey research was two thousand (2000) respondents across all the district municipalities.

5.1.3   Research sites

As already mentioned, the survey covered all the district municipalities within which LEDET operates. The following are the district municipalities that were covered by the survey:

- Mopani

- Vhembe

- Capricon

- Waterberg

- Sekhukhune.

In addition to the district municipalities, the research team also went to specific sites where there was potential of finding LEDET customers or at least potential customers. The following are some the sites where data collectors were deployed to administer the questionnaires:

- The annual LEDET expo at the Polokwane Showgrounds

- Thusong Centres

- LIBSA offices

- Liquor outlets and restaurants (for liquor licenses related services)

- Shopping Malls

- Outside government buildings.

5.1.4   Research instruments

The following research tools were used for data collection purposes:

5.1.4.1   Questionnaires[18]

An external survey questionnaire was developed as a key data collection tool for the external survey.

5.1.4.2   Telephonic interviews

Telephonic interviews were used to a limited extent. The telephonic interviews were aimed at the LEDET's specialist customer base such as the liquor and hunting license applicants. The same questionnaire was used for the purposes of the telephonic interviews.

5.1.5   Research focus areas/services

The content of the questionnaire ensured that it covered the key services offered by LEDET as comprehensively as possible[19]. The questionnaire also covered all the Batho Pele principles.

5.1.6   Limitations of the survey

The following are some of the key limitations encountered during the implementation of the external component of the LEDET CSS. These limitations did somewhat affect the response rate of the survey.

5.1.6.1   Lack of willingness to participate in survey

Most the respondents were very reluctant to participate in the survey. Most the respondents cited the following as the main reasons for their unwillingness or downright refusal to participate in the survey:

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[18] See Annexure E for an example of External Survey Questionnaire
[19] More details on the content of the external survey questionnaire are provided in Chapter Six

- LEDET did not communicate formally with them to inform them about the study and also seek permission for interviews

- Unavailability due to a hectic schedule

- Did not trust that LEDET will follow through on the findings of the survey by addressing the concerns raised.

5.1.6.2   Lack of LEDET-specific customers at Thusong Centres

Ideally Thusong Centres were supposed to be inundated with LEDET customers and potential customers hence the research team targeted these centres.

However, the research team found it difficult to come across LEDET specific customers at the Thusong Centres. On further investigation as to the reasons for the absence of LEDET specific customers, people pointed out that they have lost interest in LEDET at the Thusong Centres given that there are hardly officials of LEDET at these centres.

5.1.6.3   Lack of regular and consistent presence of LEDET at Thusong Centres

This limitation is linked to the previous one under paragraph 5.1.5.2

5.1.6.4   Lack of reliable and updated LEDET customer databases

One of the serious challenges faced by the research team was the lack of reliable data of LEDET customers such as liquor and hunting license applicants. This limited the research team's ability to target these groups specifically and thus ensure a representative response from them. Most of the customers' contact numbers in the database were no longer in use.

5.1.6.5 Lack of specified size of the survey population

Given that the survey population size was not specified, this in turn made it difficult to determine the survey sample size. Notwithstanding this limitation, the sample size of two thousand (2000) for a study of this nature is a very reasonable one.

5.1.7 Quality control

Various quality control measures were implemented as part of a comprehensive quality assurance survey strategy aimed at ensuring that the survey adheres to the highest research standards and ethics.

5.1.7.1 Training of fieldworkers and data capturers

Though some the data collectors and capturers had experience in their respective areas of responsibility, Talent Emporium nonetheless still convened a refresher workshop on data collection and data capturing.

5.1.7.2 Unannounced spot checks

Spot checks also formed part of the quality assurance process. This ensured that data collectors indeed completed questionnaires from legitimate respondents thus ensuring that there were no ghost respondents.

5.1.7.3 Supervision

Data collectors and captures were led and managed by experienced supervisors in the field of research – specifically in data collection and capturing.

5.1.7.4   Cleaning of data and coding of questionnaire

Before data was captured, all questionnaires were checked for completeness and each and everyone of them was coded to avoid problems such as duplication or repeat capturing of the same questionnaires.

Chapter Five has sought to provide a detailed account of the research design aspects of the survey by outlining the key aspects such as:

- Sampling strategy – survey population, sample size, survey sites,

- Research instruments

- Research limitations.

CHAPTER SIX: DATA COLLECTION AND CAPTURE

After the completion of designing the research survey, an extensive process of collecting and capturing data was embarked upon. Chapter Six will therefore provide an overview of the key activities undertaken during data collection and capturing phase of the survey.

6.1 Data Collection

6.1.1 Data collectors training

The actual collection of data was preceded by a re-fresher training workshop of the data collectors. The objective of the session was to ensure that the data collectors adhered to the highest research standards and ethics.

6.1.2.1 Data collection tools:

- **Questionnaire**

Questionnaires were developed as key tools for collecting data. The questionnaire was designed in such a way as to ensure that it was aligned to the eight Batho Pele principles and the requirements of the ToR.

- **Telephonic interviews**

In addition to the conventional questionnaire approach, some of the customers who use very specialist or specific LEDET services such hunting license and liquor license applications, were also contacted telephonically. The limitations of this approach have already been discussed[20].

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[20] See Chapter 5 , paragraph 5.1.5.4

6.2 Data Capturing

Data collection was followed by the actual capturing of the collected data. The following are the key activities that were carried out during the data capturing phase of the survey:

6.2.1 Data cleaning and coding

Before data was captured, all questionnaires were checked for completeness and each and everyone of them was coded to avoid problems such as duplication or repeat capturing of the same questionnaires.

6.2.2 Capturing data into SPSS

Data was captured into a specialized statistical research survey software called SPSS.

Chapter Six has sought to provide an outline of the key activities involved during the data collection and capturing phases of the project.

CHAPTER SEVEN: SURVEY FINDINGS AND ANALYSIS

Chapter Seven focuses on the key findings of the external CSS.   The findings are presented mainly in a form of graphs and tables. An analytical narrative is also provided for each key finding. The findings are also categorized according to the Batho Pele principles.

7.1   Response rate

The total sample size for the external survey was two thousand (2000) whilst the total response was one thousand six hundred and twenty (1620). This represents a response rate of eighty one percent (81%) as depicted in table 12 and figure 39 below provide a schematic representation of the response rate.

7.1.1   Overall response rate

Proposed sample size	Received sample	Percentage surveyed
2000	1620	81

Table 12: Overall response rate

External Survey Response Rate
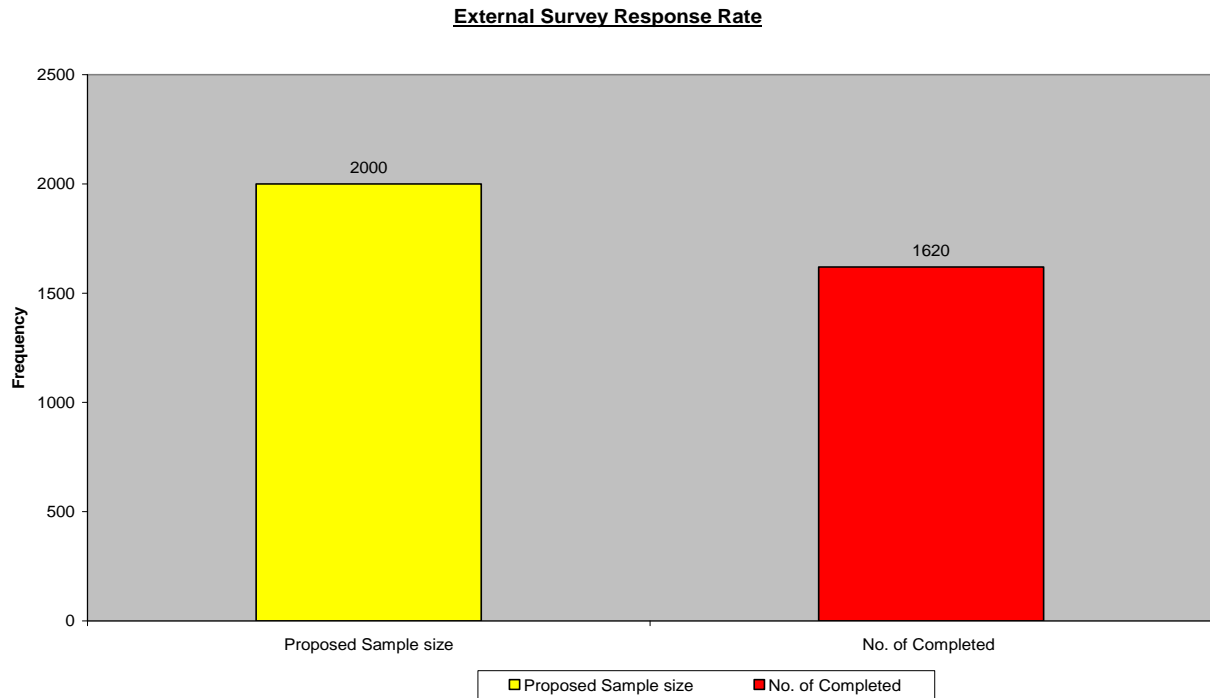
Figure 40: External CSS response rate

7.1.2   Response rate per district municipality

District	Frequency	Percent
Vhembe district	235	14.5
Capricorn district	480	29.6
Waterberg district	418	25.8
Mopani district	106	6.5
Sekhukhune district	219	13.5
Province wide	162	10.0
Total	**1620**	**100**

Table 13: External CSS response rate per district municipality
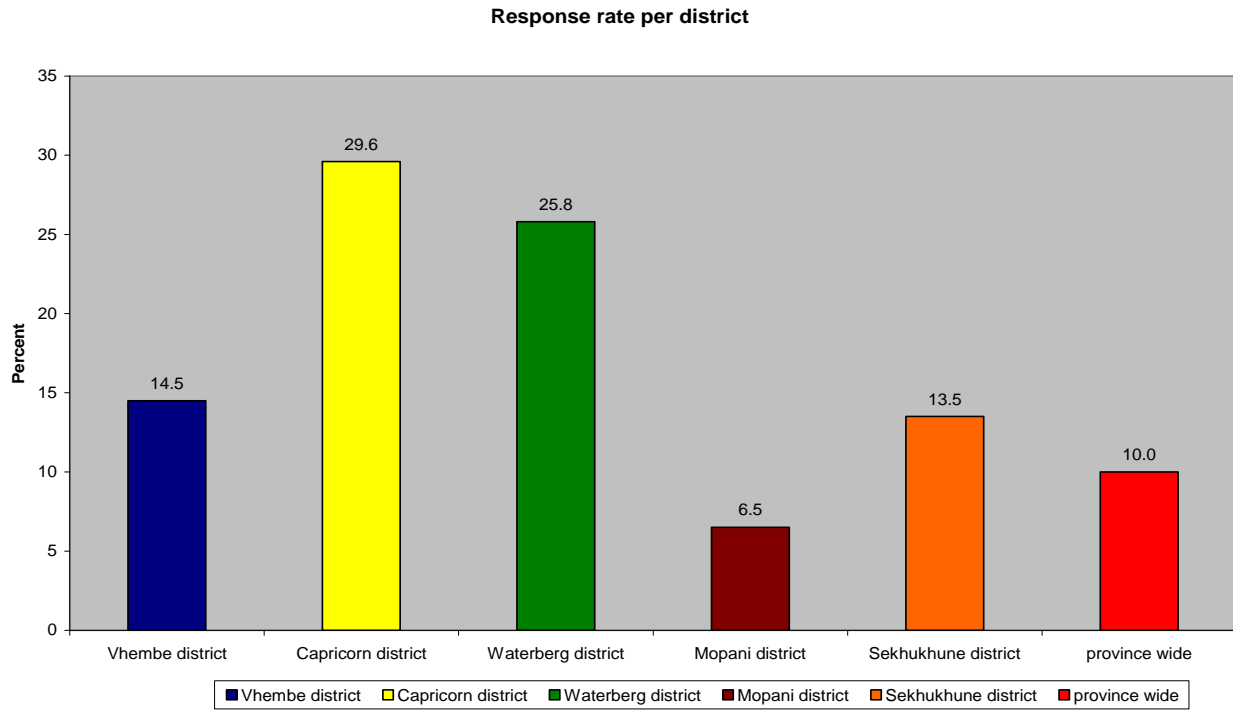
Response rate per district

Figure 40: Response rate per district municipality

7.1.3   Biographical characteristics of the respondents

7.1.3.1 Gender

Gender profile of the participants

Gender	Frequency	Percent	Valid Percent
Male	827	51.0	51.4
Female	781	48.2	48.6
Unknown	12	99.3	-
Total	**1620**	**100**	**100**

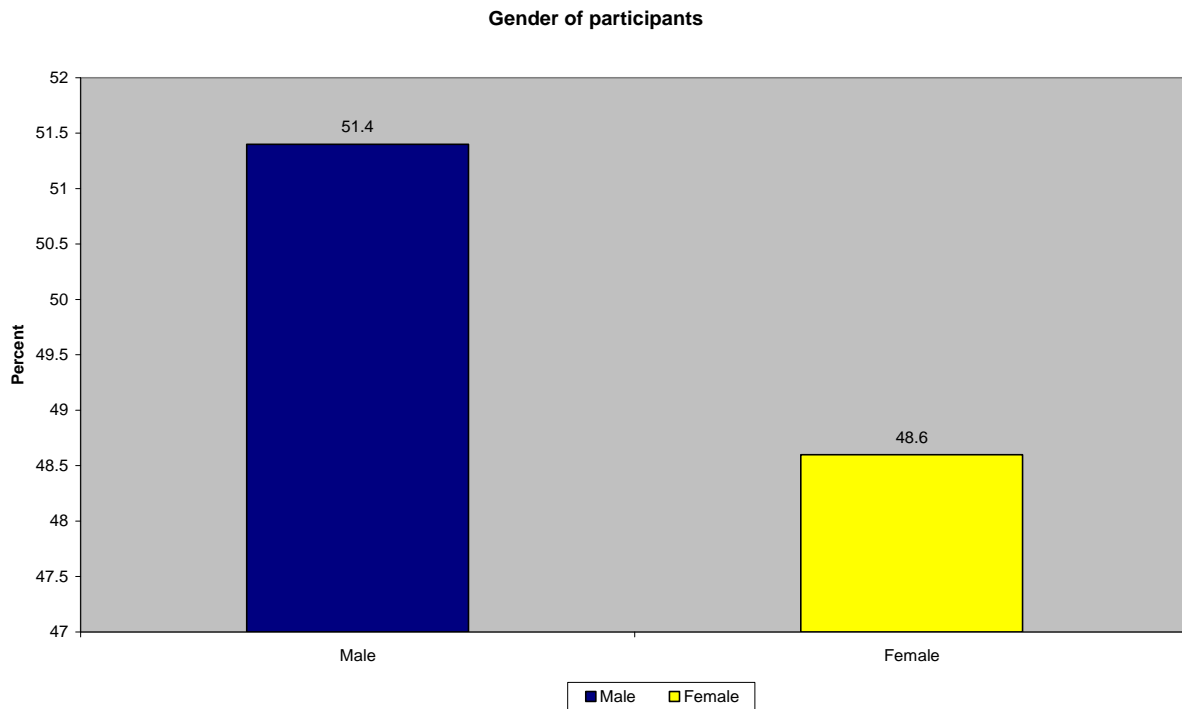Table 14: Gender profile of the respondents

Gender of participants

Figure 42: Gender profile of respondents

7.1.3.2 Age

Age profile of respondents

Age categories	Frequency	Percent	Valid Percent
16-24	145	9.0	9.0
25-34	1050	64.8	65.1
35-54	358	22.1	22.2
55-64	51	3.1	3.2
65 above	8	0.5	0.5
Unknown	8	0.5	-
Total	**1620**	**100.0**	**100.0**

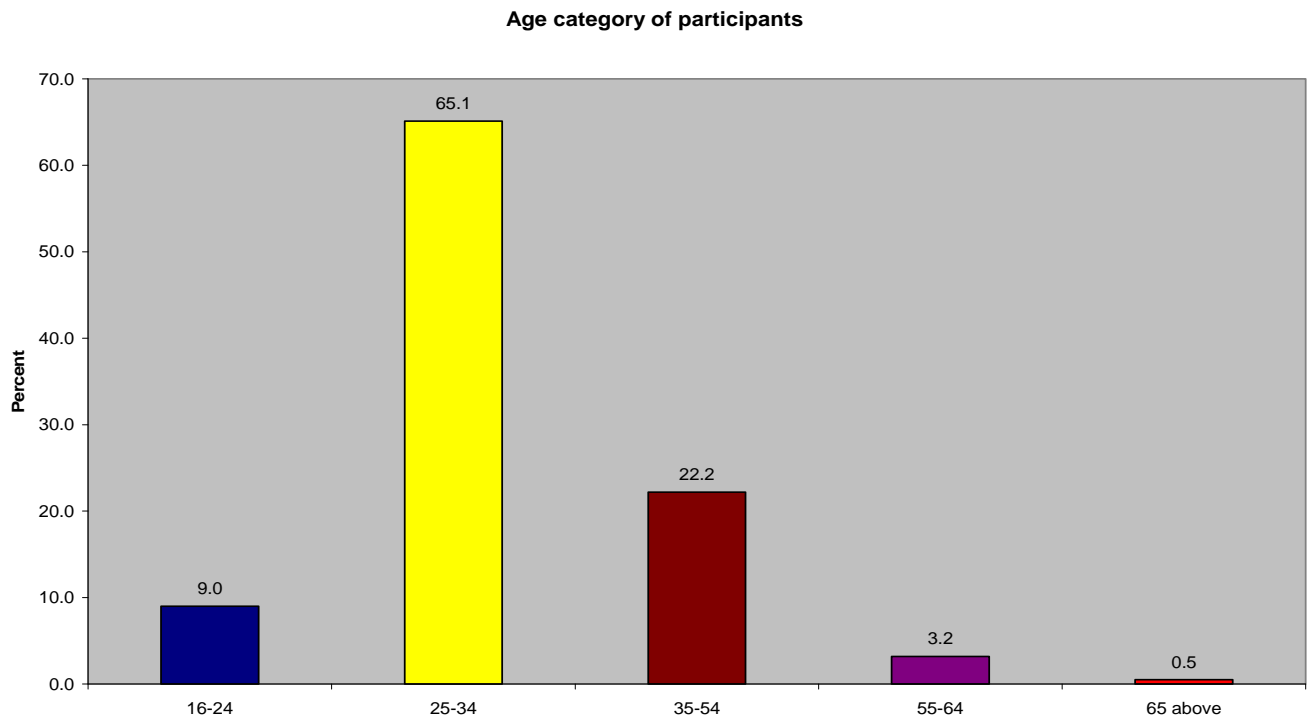Table 15: Age profile of respondents

Age category of participants

Figure 43: Age profile of respondents

7.1.3.3 Racial profile of the respondents

Population Group	Frequency	Percent	Valid Percent
African	1440	88.9	89.7
Coloured	39	2.4	2.4
Asian	5	0.3	0.3
White	25	1.5	1.6
Other	96	5.9	6.0
Unknown	15	99.1	-
Total	1620	100.0	100.0

Table 16: Racial profile of respondents
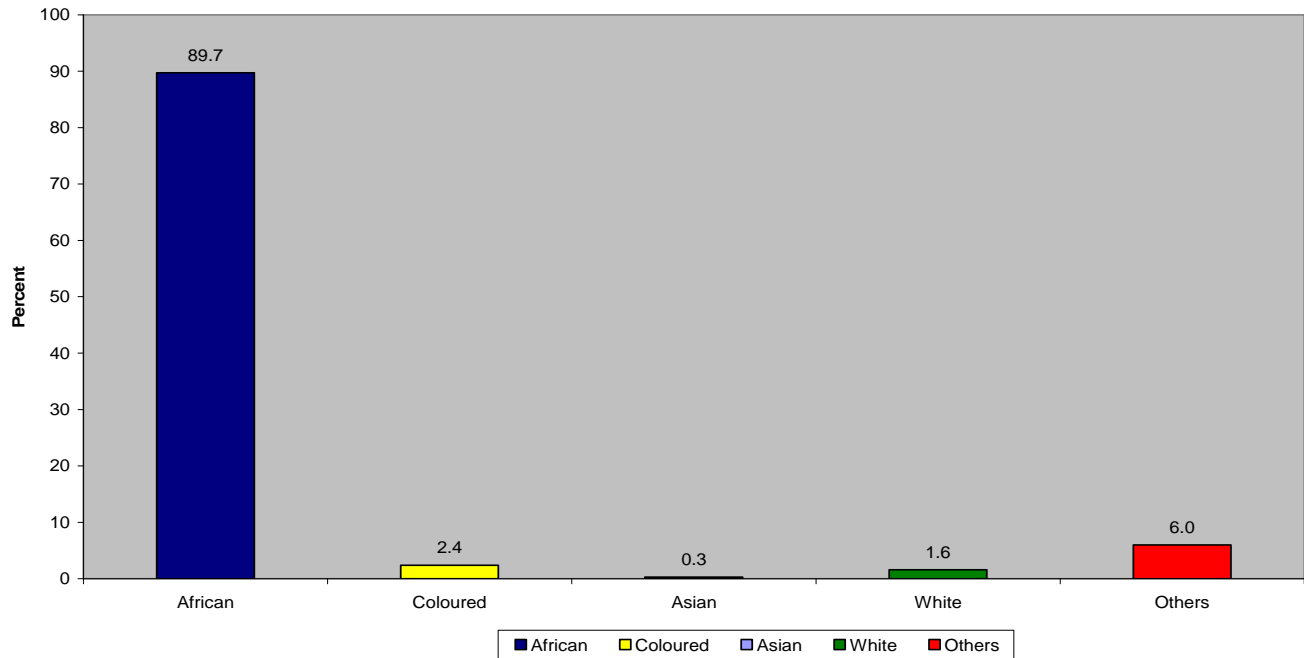
Population group of participants

Figure 44: Racial profile of respondents

7.1.3.4 Education

Education level of participants

Education level	Frequency	Percent	Valid Percent
No schooling	27	1.7	1.7
Primary school	55	3.4	3.4
Grade 10	178	11.0	11.1
Matric/NTC 3	917	56.6	57.1
Post matric diploma	339	20.9	21.1
Degree	89	5.5	5.5
Unknown	15	0.9	-
Total	**1620**	**100.0**	**100.0**

Table 17: Education profile of respondents

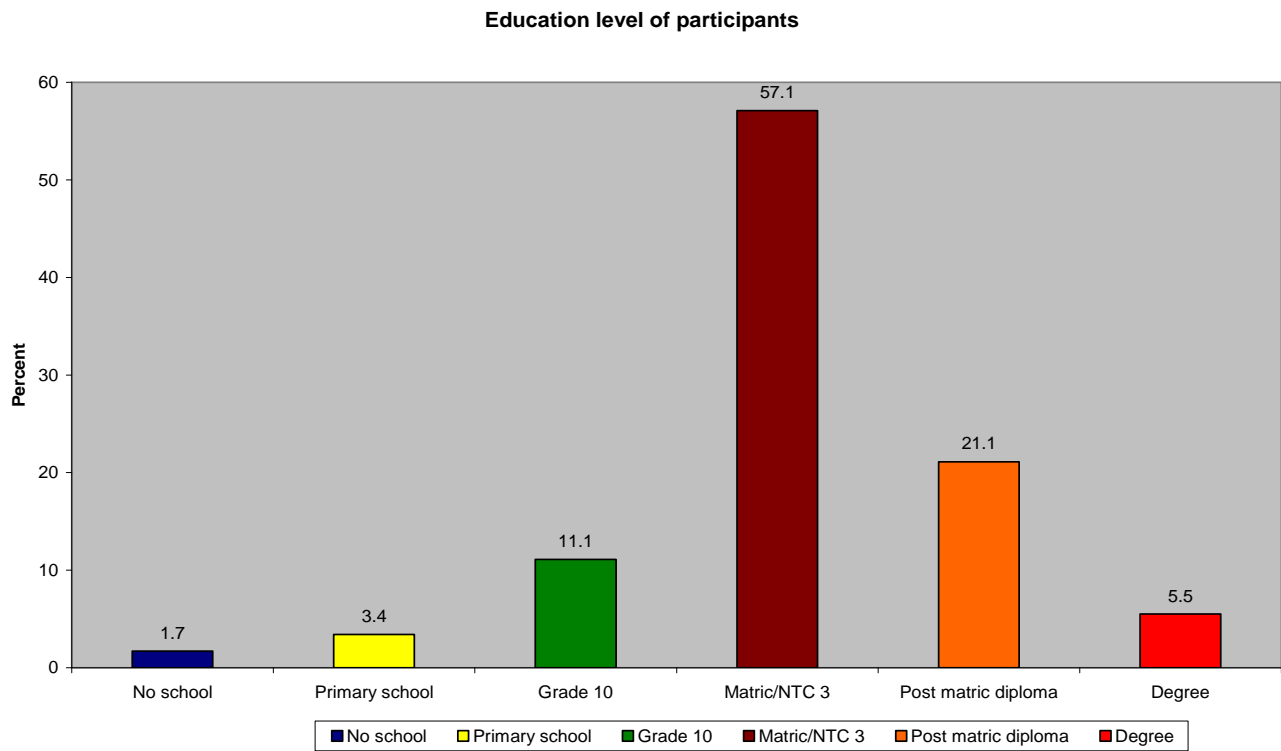**Education level of participants**

Figure 44: Education profile of respondents

7.1.3.5 Employment

Employment status of participants

Employment status	Frequency	Percent	Valid Percent
Employed	267	16.5	16.6
Self employed	397	24.5	24.8
Unemployed	940	58.0	58.6
Unknown	16	1.0	-
Total	1620	100.0	100.0

Table 18: Employment status of the respondents

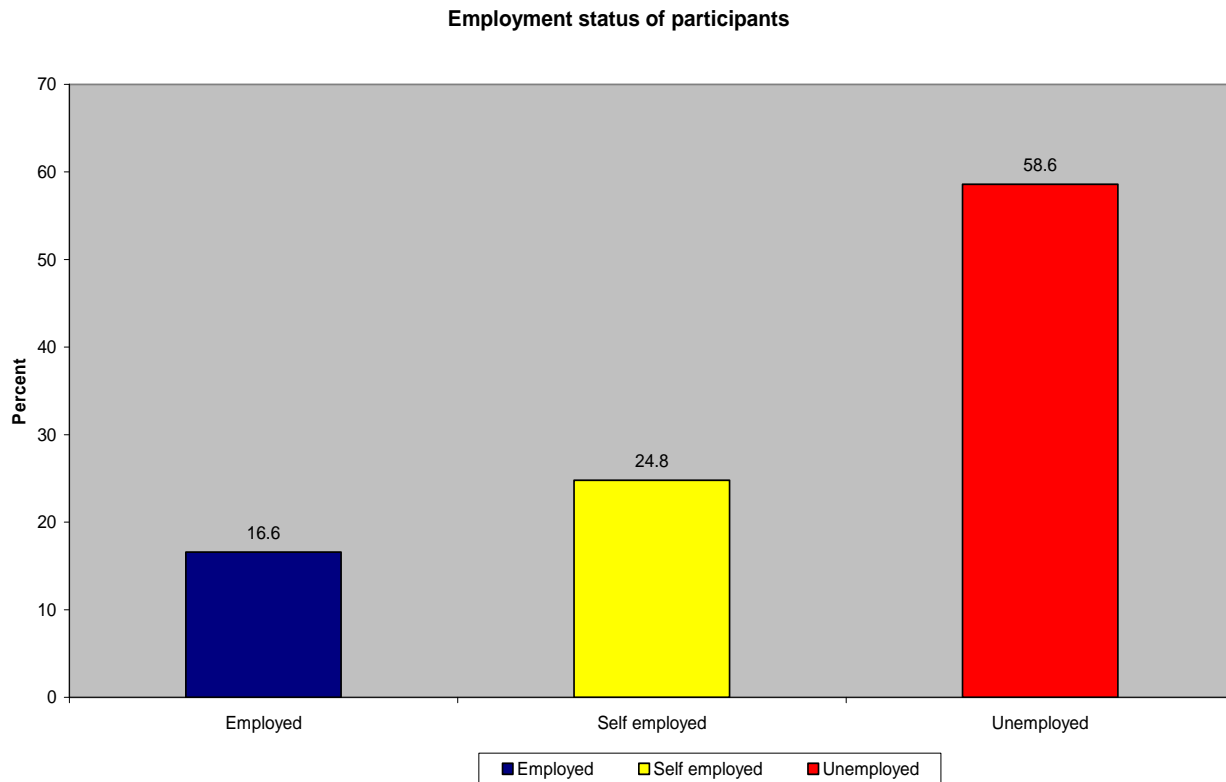**Employment status of participants**

Figure 45: Employment status of the respondents

7.2 Key Findings

As already alluded to elsewhere in this report, the questions in the external questionnaire are aligned to the Batho Pele principles. Therefore the findings as outlined in this chapter are also generally presented according to the Batho Pele principles.

7.3 Awareness

It was important to ask a basic question to the respondents regarding whether they are in the first place aware of government's Batho Pele. The survey also asked another basic but key question, whether the respondents know LEDET or not.

It was important to ask these basic but key questions as they would:

- Give government in general , especially Limpopo Provincial Government, a sense of people's awareness and knowlegeability of Batho Pele

- Give LEDET a sense of whether the public is aware of its existence in the first place.

It is important that external customers should in the first place be aware of Batho Pele as part of ensuring that the public is aware of its rights in relation to the services that are provided by the public service.   The consequence of the public not knowing about Batho Pele , it is difficult for it to hold the public service accountable for poor service.

7.3.1 Awareness about Batho Pele

It is therefore against this background that the question, "Do you know what Batho Pele is about" was posed to the respondents.

Out of one thousand six hundred and sixteen (1616) respondents, seven hundred and seventy four (774) responded in the negative.   This represents forty seven point nine percent (47.9%).   Eight hundred and forty two (842), which is fifty two point one percent (52.1%) , indicated that they know Batho Pele.

It is clear from the findings above that there is a need to significantly create more public awareness about Batho Pele so that the public can be aware of its rights as consumers of public services and therefore hold the public service accountable.

7.3.2 Knowledge / awareness about LEDET

A question, "Do you know the department of Economic Development, Environment and Tourism (LEDET)"? was posed to the respondents. Nine hundred and ninety five (995)

respondents, which is sixty eight and half percent (68.5%) , indicated that they know about LEDET. Four hundred and fifty eight (458) , which is thirty and half percent (31.5%) indicated that they do not know about LEDET.

Given the socio-economic mandate of LEDET, and also taking into account that the Limpopo province has serious levels of unemployment and therefore poverty, it is expected that LEDET should play a key role in addressing the these challenges through its important programmes such as supporting SMME development. It is therefore a concern if a significant number of the respondents are unemployed and they are also youth but yet they are unaware of LEDET.

Do you know the department of economic development, environment and tourism(LEDET)
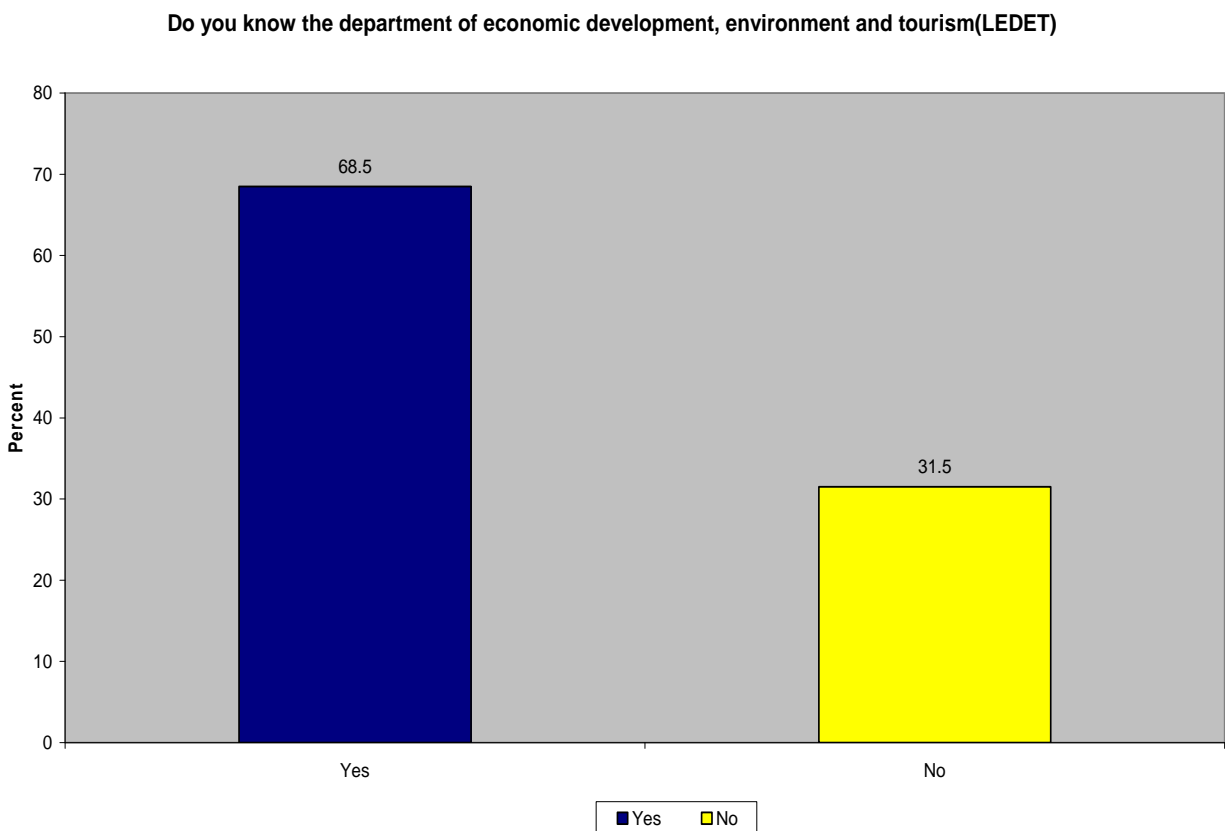

Figure 47: Awareness of LEDET

7.3.3   Awareness of LEDET's SOEs

Given that LEDET does not provide some of the services directly to the public, but through its state-owned enterprises (SOEs), it was deemed necessary to find out if external customers were aware of these SOEs.   Figures, 47-50 below provide a schematic representation of the findings in respect of the public's awareness of each of LEDET's SOEs.
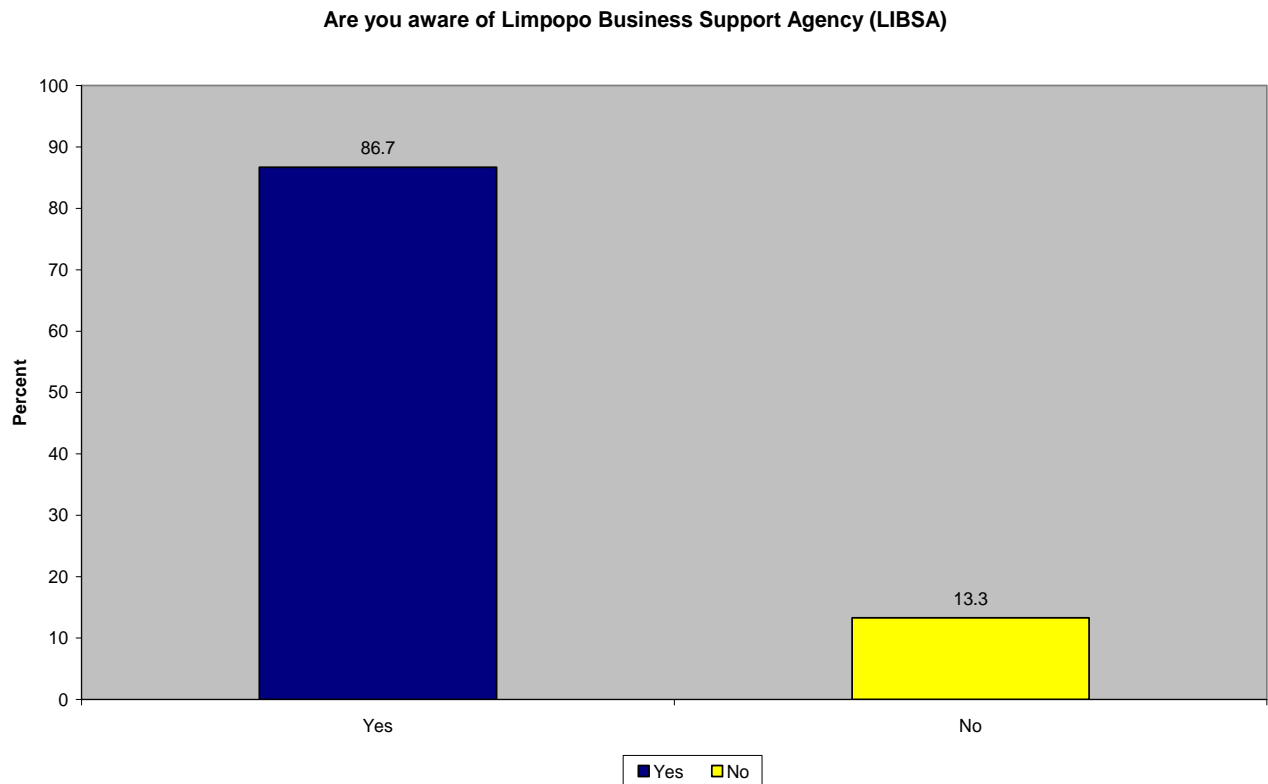
7.3.3.1   Limpopo Business Support Agency (LIBSA)

Are you aware of Limpopo Business Support Agency (LIBSA)

Figure 48: Awareness of LIBSA

7.3.3.2 Limpopo Tourism and Parks (LTP)

Are you aware of Limpopo Tourism and Parks
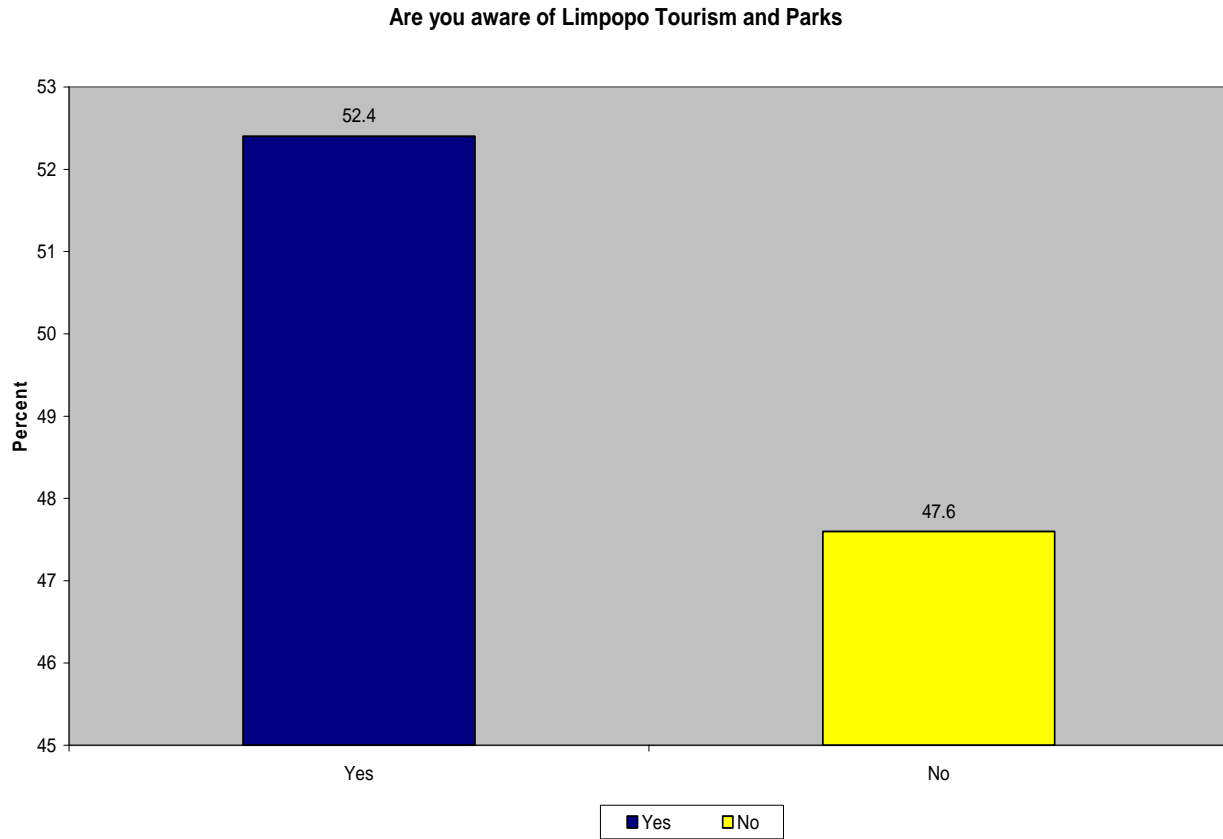

Figure 48: Awareness of LTP

7.3.3.3   Limpopo Economic Development Enterprise (LIMDEV)

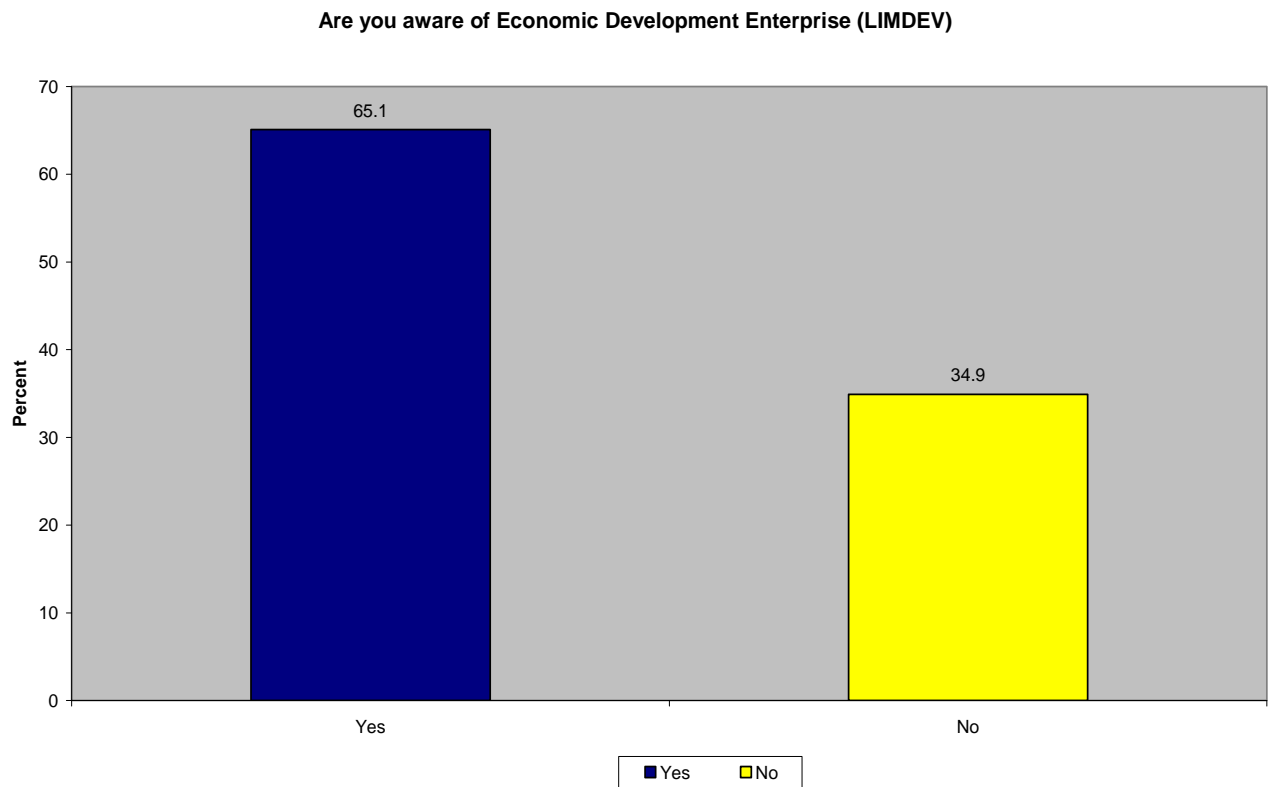**Are you aware of Economic Development Enterprise (LIMDEV)**

Figure 50: Awareness of LIMDEV

7.3.3.4   Trade and Investment Limpopo (TIL)

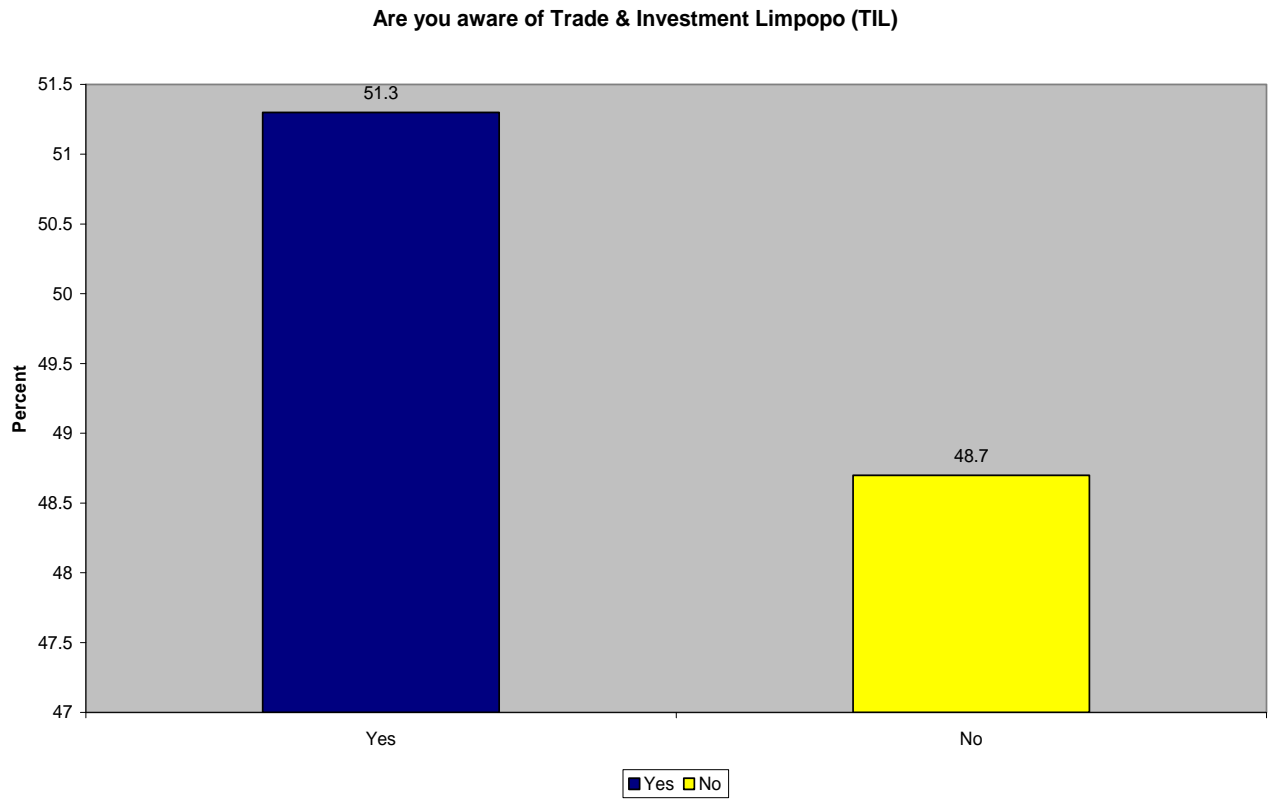**Are you aware of Trade & Investment Limpopo (TIL)**

Figure 51: Awareness of TIL

7.3.4   Knowledge / awareness of LEDET through various platforms

The research team deemed important to ask the respondents *how* they go to know about LEDET. The question is important as the answers to it could assist LEDET in determining the most effective medium to use when creating awareness about the Department and its services. The following are the results of the how the respondents got to know about the Department.
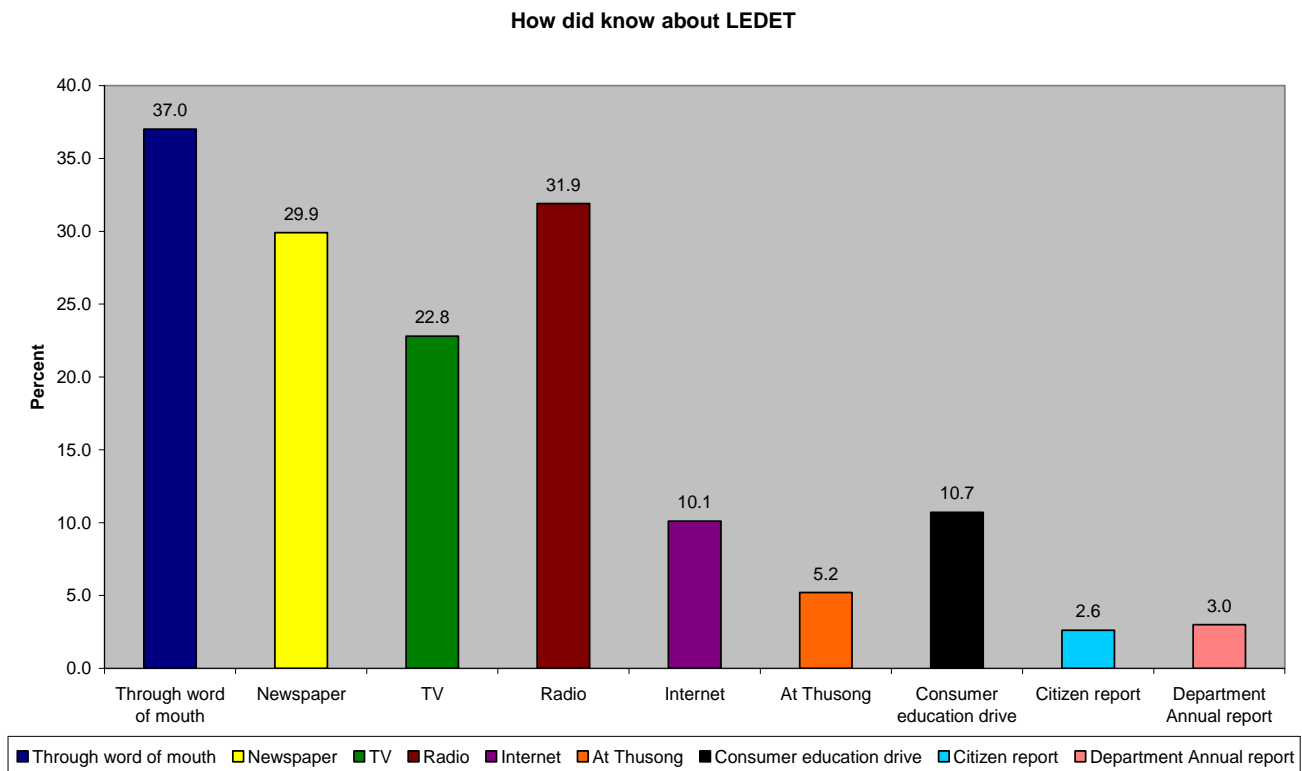
How did know about LEDET

Figure 52: Means of knowing about LEDET

The figure above clearly indicates that the vast majority of the respondents relied on word-of-mouth to know about LEDET, radio newspaper and TV are the second, third fourth most effective medium of awareness creation so far.

7.4   Access to and Usage of services

Access to government services is one of the key Batho Pele principles. One of the key features of the pre-1994 public service is that the majority of South Africans were denied services they were legitimately entitled to. Therefore, one of the post 1994 transformation priorities was to provide the historically disadvantaged majority with government services. However, key to ensuring that indeed services were provided, was to ensure that various interventions were put in place in order to ensure that government services as accessible.

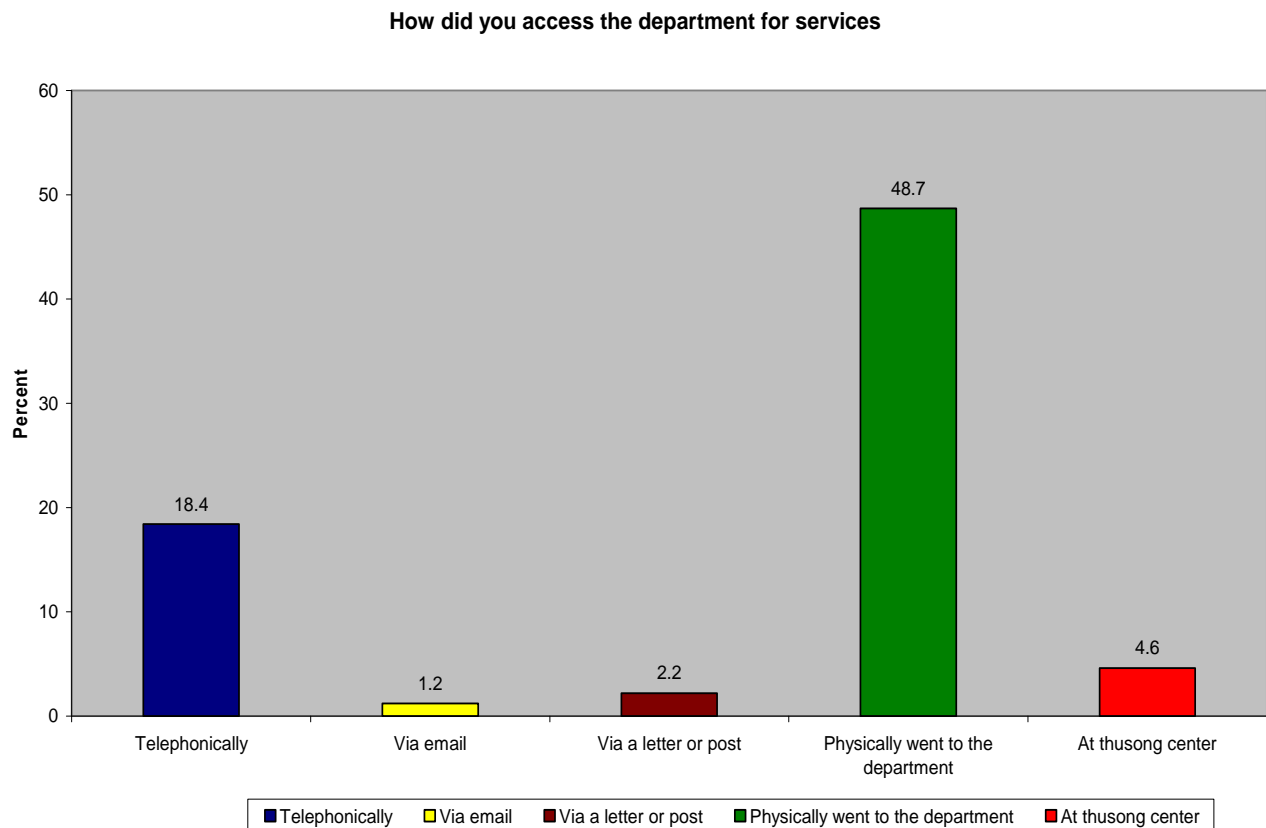### 7.4.1   Various means used to access LEDET services

How did you access the department for services

Figure 53: Various means of accessing LEDET services

Figure 53 above indicates that the majority (i.e. seven hundred and eighty nine (789))of LEDET service users access the department physically. Telephony is the second highest means which LEDET customers use to access the department. The findings also indicate that internet is the least used means of accessing the Department. Perhaps the latter finding is also indicative of the low rate of internet penetration in the province.
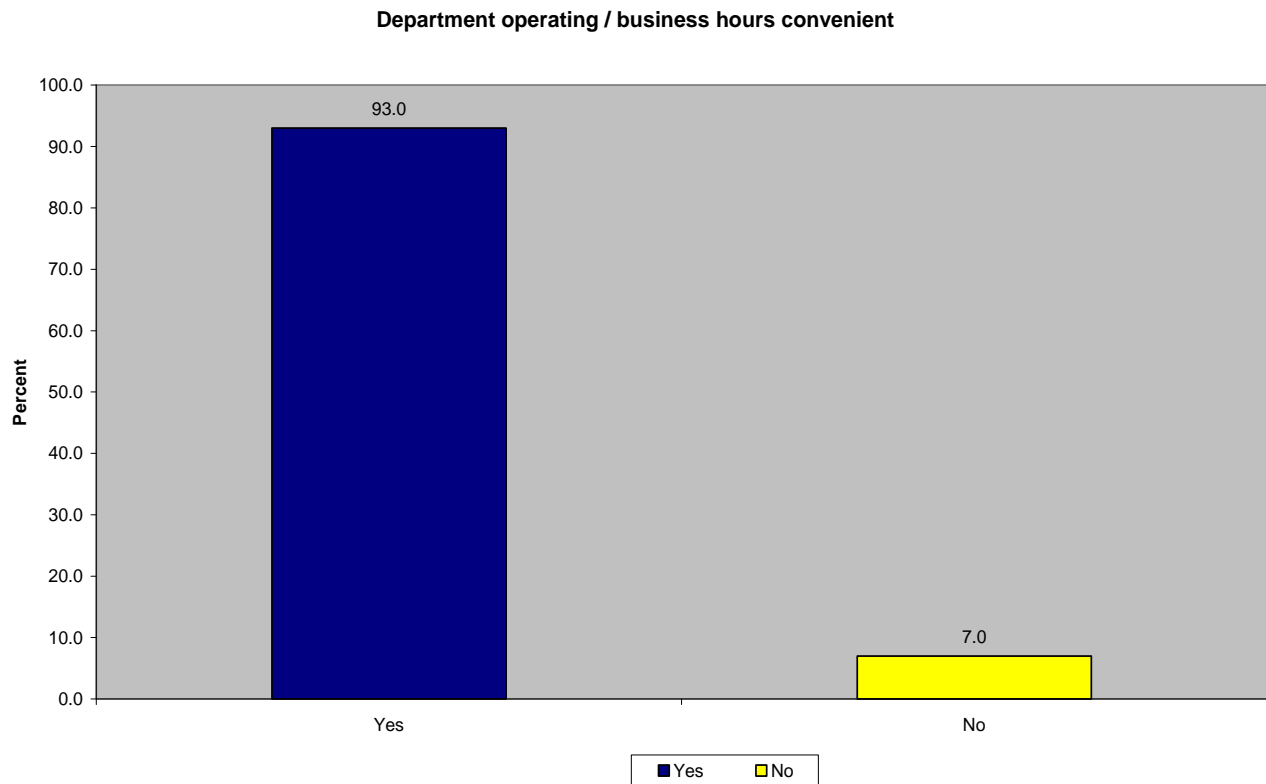
Department operating / business hours convenient

Figure 43: Business / operating hours

7.4.2 Business / operating hours

One of the key dimensions of access is also the issue of convenience. Business or operating hours are usually the most practical indicators of convenience. Generally, users of government services complain that they can not access government services because during the day they are at work. Furthermore, most government departments do not provide services over the weekend. This tends to further limit the public's ability to access government services according to their convenience.

According to the respondents, the majority, nine hundred and fifty (950) , which represents ninety three percent (93%), agree that LEDET business hours are convenient.

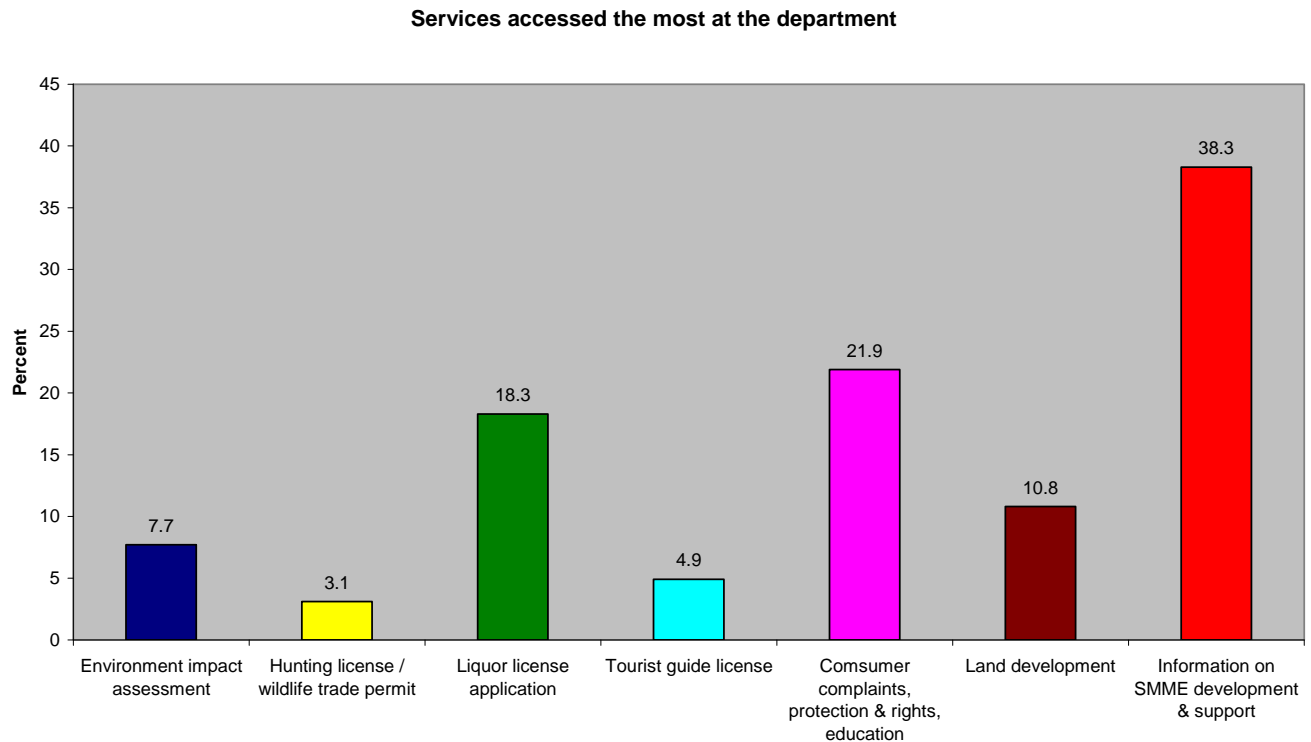**Services accessed the most at the department**

Figure 55: Services that are accessed most

7.4.3 Services accessed

The majority of the respondents, six hundred and twenty one (621) indicate that information on Small Micro and Medium Enterprises (SMMEs) is the most accessed service followed by, consumer protection, liquor license application respectively. On the other hand, hunting licenses is the least "used" service with only fifty one (51) respondents indicating that they have accessed this service.

Perhaps the reason why other services are less accessed is due to the fact most of the services offered by LEDET are specific, specialized services consumed by a niche market segment. In other words, the services offered by LEDET are generally not mass-based services used by the majority of or average consumers of government services.

7.4.4 Level of accessibility

How accessible was the department when accessing the listed service
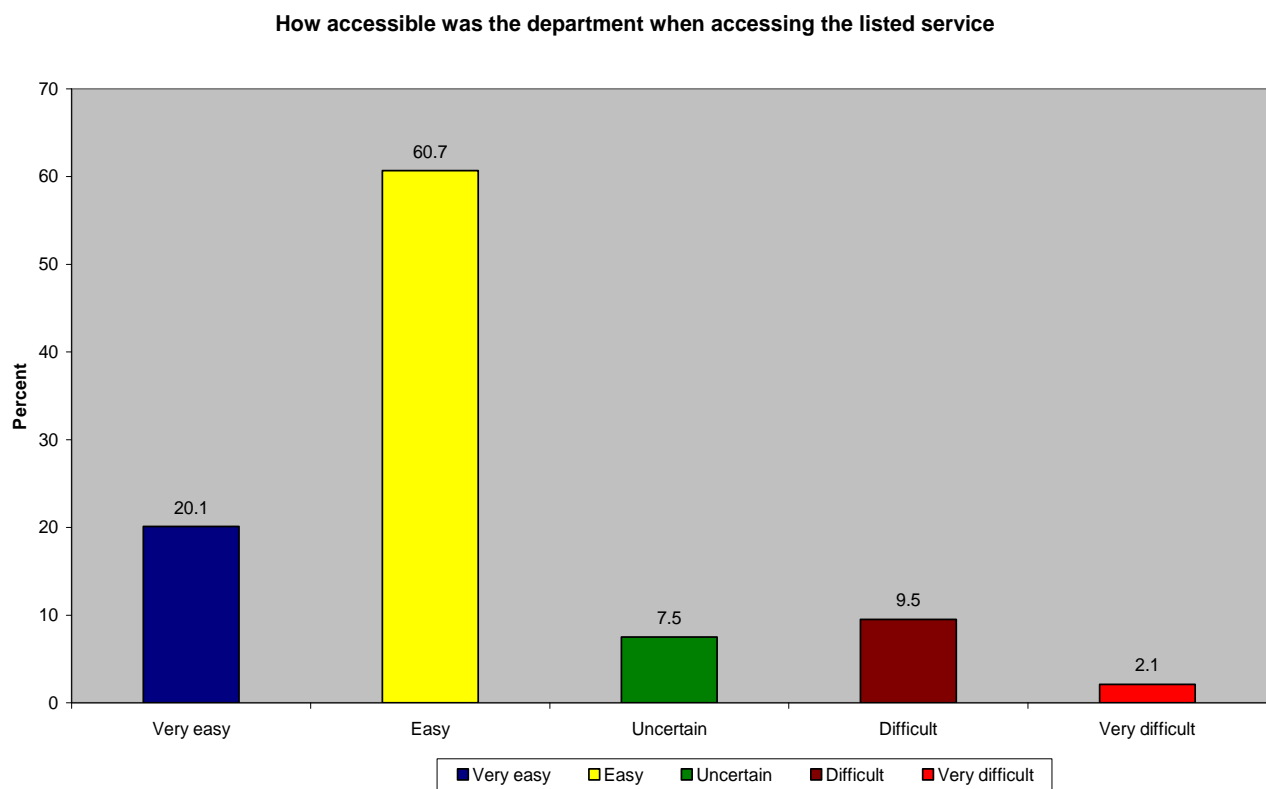

Figure 56: Level of accessibility of LEDET services

Six hundred and twenty five (625) - this represents sixty point seven percent (60.7%) - respondents indicated that accessing LEDET services was easy, followed by two hundred and seven (207) who indicated that accessing the services was very easy.   Ninety eight (98), which is nine and a half percent (9.5%), indicated that it was difficult to access the services.

7.5 Courtesy

Courtesy, as one of the Batho Pele principles, requires of public servants to be polite and friendly when providing service to the public. Courtesy also means treating consumers with respect, dignity, empathy and compassion.

7.5.1 General courtesy by staff

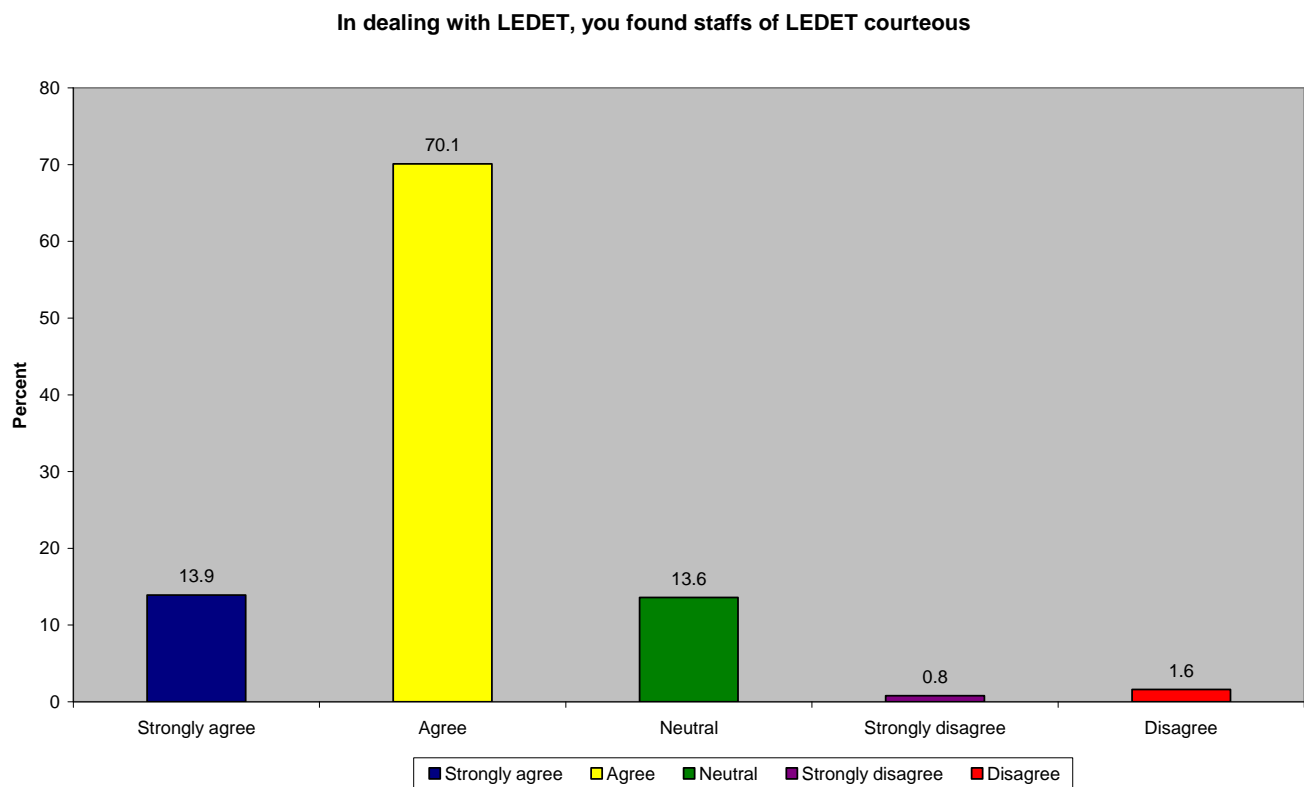**In dealing with LEDET, you found staffs of LEDET courteous**

Figure 57: Courteous staff

The findings are very impressive as seven hundred and twenty (720) that is seventy point one percent (70.1%), agree that LEDET staff is courteous when serving consumers. Only sixteen (16) out of one thousand and twenty seven (1027) disagree that LEDET staff is courteous.

7.5.2 Greeting consumers

Greeting and smiling with consumers is one of the basic but key indicators of courteous staff. Greeting consumers can go a long way in making them feel acknowledged and therefore important and cared for.
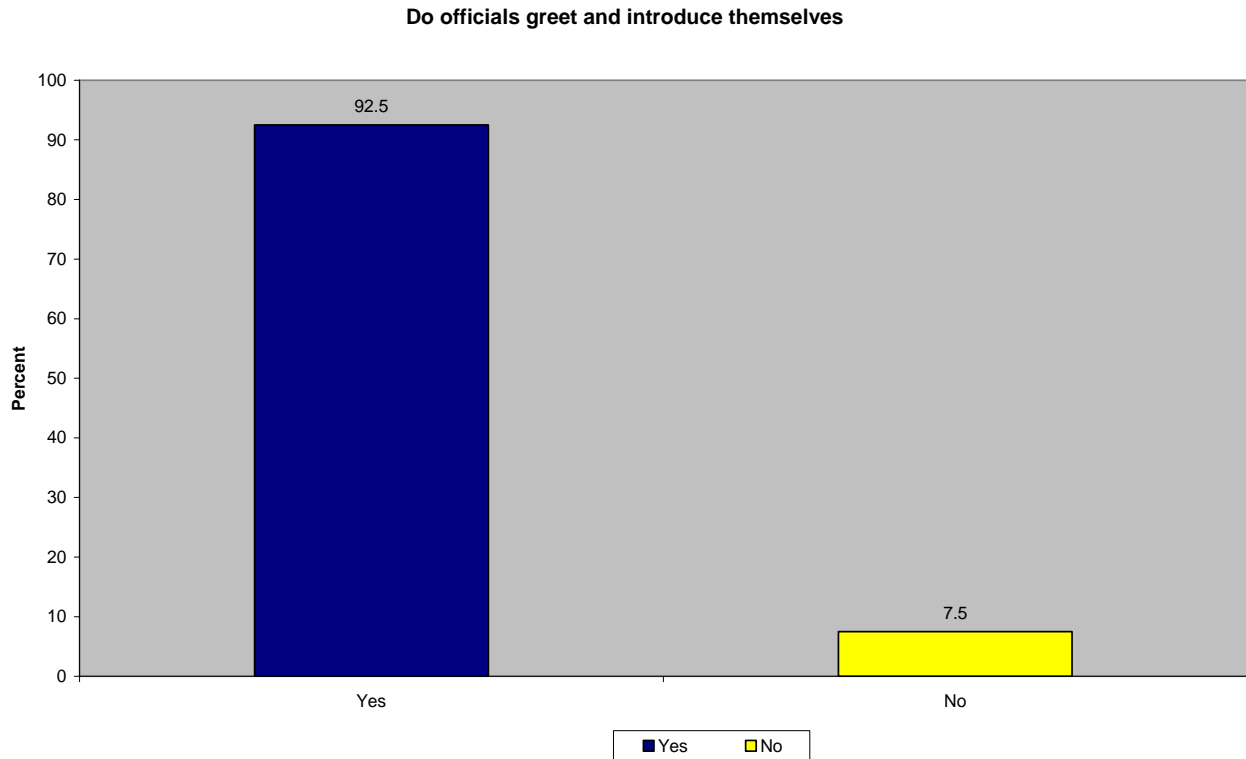
Do officials greet and introduce themselves

Figure 58: Greeting customers

It is encouraging to note that an overwhelming number of the respondents, eight hundred and seventy six (876) indicated that they have been greeted when interacting with the LEDET staff. Only seventy one (71) representing seven and half percent (7.5%) indicated that LEDET staff does not greet them when providing services.

7.5.3 Name tags

It has become best practice for staff of customer-centric organizations to wear name tags. This practice is common among organizations such as banks and other organizations that interface with customers directly.   The White Paper on Batho Pele and the Batho Pele Revitalisation strategy are also emphatic on the need for public servants to wear name tags.

The issue of name tags can fall under various Batho Pele principles. For instance, whilst it can be viewed an expression of politeness and thereby falling under Courtesy, it can also fall under transparency, openness, redress and accountability. By providing the public with their names on the names tags, the public servants are giving practical expression to transparency, openness and accountability. By providing one's name it also means one is being transparent and open, one is being accountable because if consumers know the name of the person that served them, they can hold them directly and individually accountable.
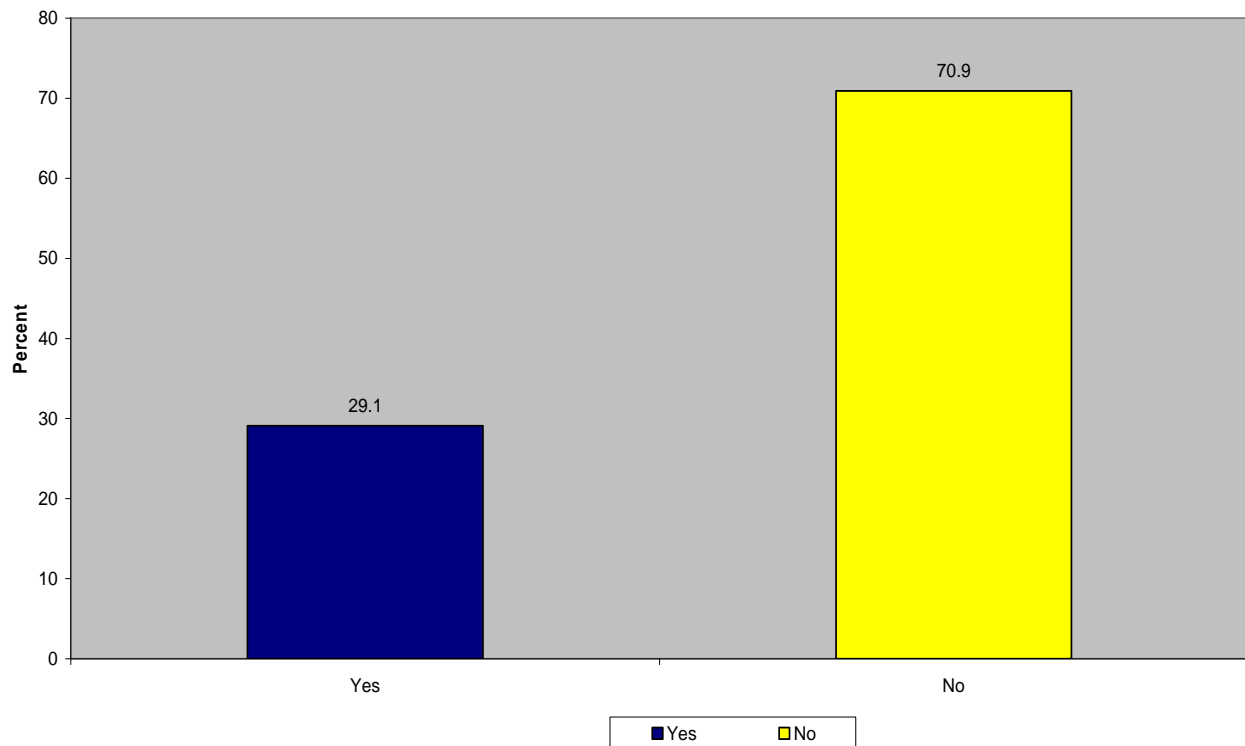
LEDET staffs always wear name tags

Figure 59: Name Tags

The findings indicate that a lot still needs to be done by LEDET to ensure that its staff complies with this important Batho Pele requirement – that all staff members should wear name tags. Six hundred and fifty six (656) out of nine hundred and twenty five (925) respondents, which is seventy point nine percent (70.9%), indicate that LEDET staff does not wear name tags.

7.6 Efficiency / Service Standards

One of the most salient aspects of the Batho Pele White Paper is the issue of Service Standards. The key rationale of having service standards is that, its not good enough to just provide services to the consumers. It is also critically important to define and publicise the standards on which the service should be based and measured.

By having measurable, objective and realistic standards, departments are also in a position to measure their performance against these standards and therefore identify gaps and most importantly, devise performance improvement interventions to improve the service standards.

Without communicating service standards to the consumers, the latter would not know if they are receiving quality services or not.

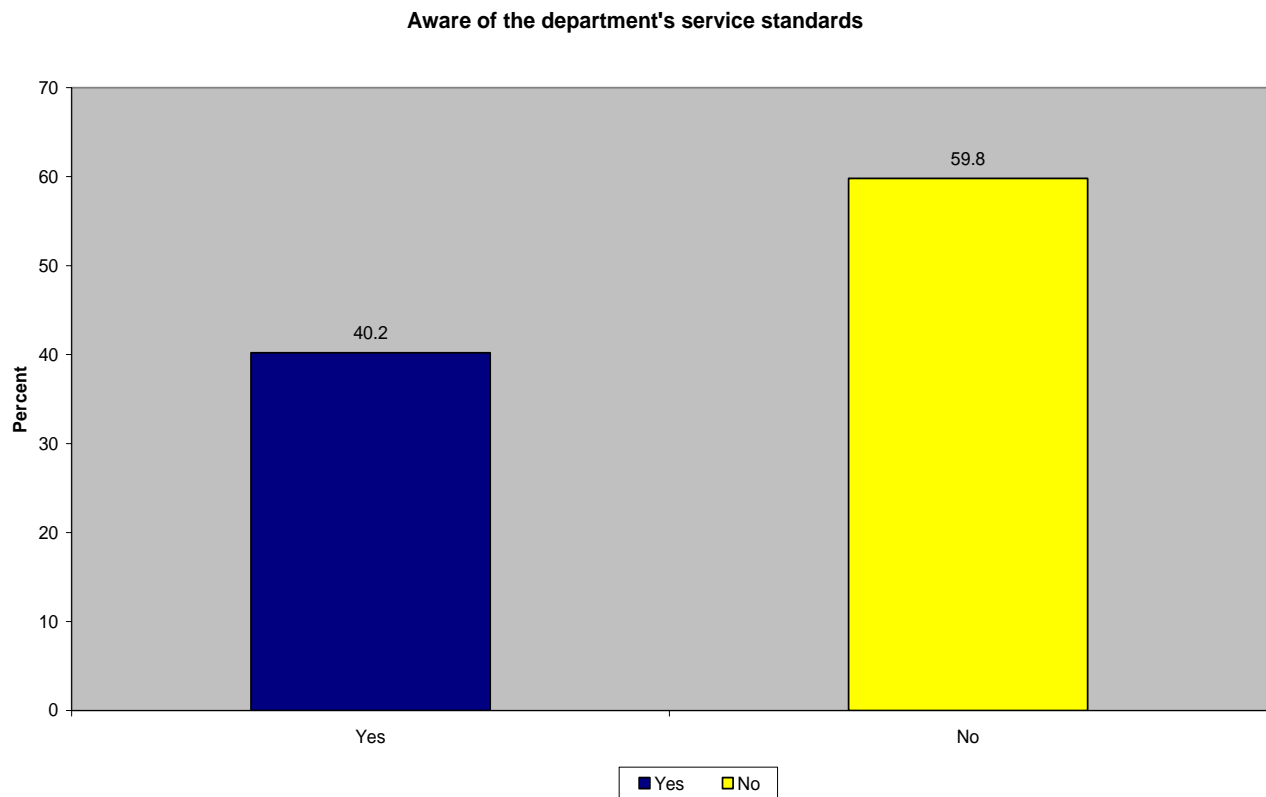**Aware of the department's service standards**

Figure 60: Service standards

Unfortunately the findings with regard to consumers' awareness of LEDET's service standards are not encouraging. Six hundred and sixty six (666) out of one thousand and one hundred and fourteen (1114), which translates into fifty nine point eight percent (59.8%) respondents indicate that they are not aware of LEDET's service standards.

Notwithstanding this finding, credit must be given to LEDET for publishing service standard booklets. It therefore suggests that more attention needs to be focused on distributing widely the booklet to more customers or ensuring that the booklet is easy to understand and reader-friendly and not too formal or academic.

7.7 Consultation

Consultation is one of key Batho Pele principles. Through effective consultation of customers and potential customers, government gets an opportunity to get the consumers (and potential ones) 's direct input of their key concerns and also their aspirations and therefore what services they want, how they want these services to be provided, among other things.

Such information from the customers and general public directly is invaluable as it provides government with direct, practical and relevant information from the customers themselves. This information not only does it help government to resolve immediate service delivery challenges but also assists government to improve policy development and implementation – as the former and the latter would be more relevant and informed as a result of the consultation processes.

This in turn has far-reaching advantages. Some of the advantages include the fact that irrelevant , "white elephant " services, projects and other forms of duplication and wastage could be averted.

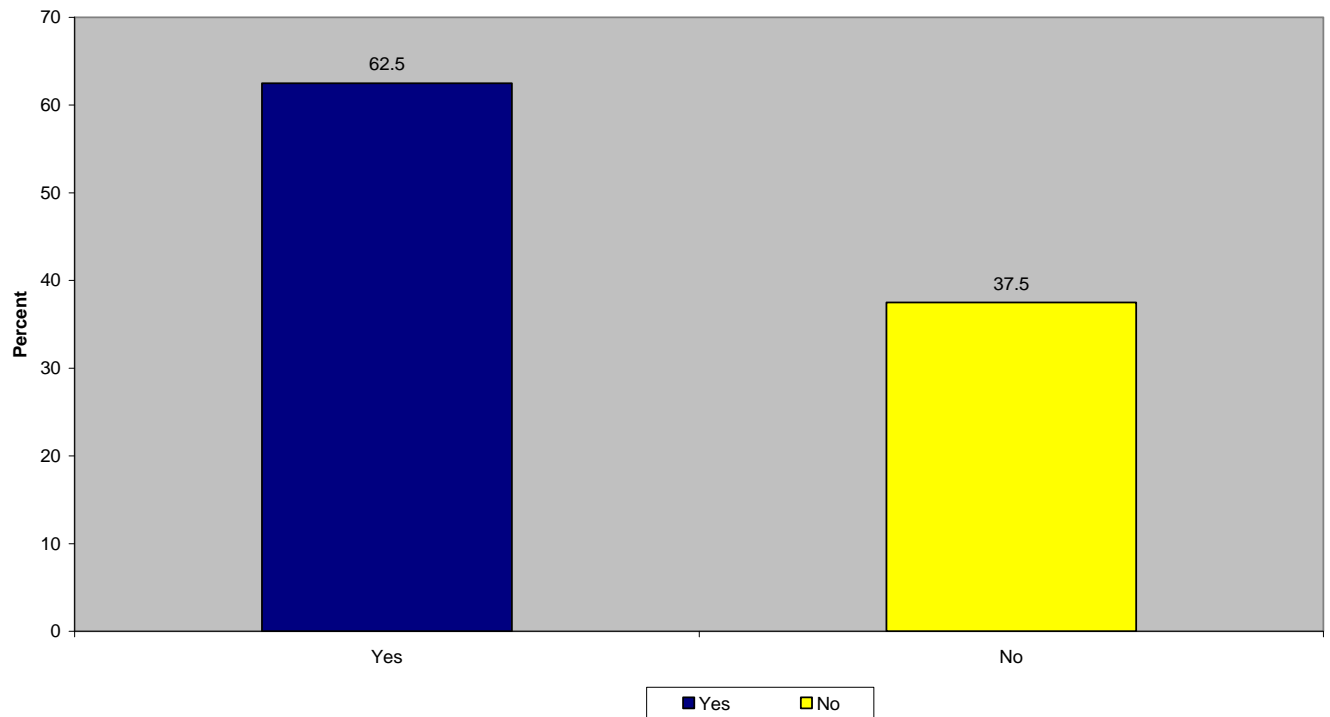**Have you ever been part of the LEDET's customer / public consultation**

Figure 61: Consultation

According to figure 61, sixty two and half percent (62.5%) of the respondents indicate that they have experience some form of consultation by LEDET. Thirty seven and half percent (37%) indicate that they have never experienced any consultation by LEDET.

7.8. Openess and Transparency

One the hallmarks of progressive and democratic societies, is the extent to which government is transparent and open to its citizens.   Openess and transparency are also interlinked with other Batho Pele principles such as accountability. Without transparency, it would be difficult for consumers to hold the public service accountable. Consumers need to have the right to request information pertaining to services they are entitled to. For instance, consumers have the right to know and understand how each government department functions, how for instance fees for certain services are determined.

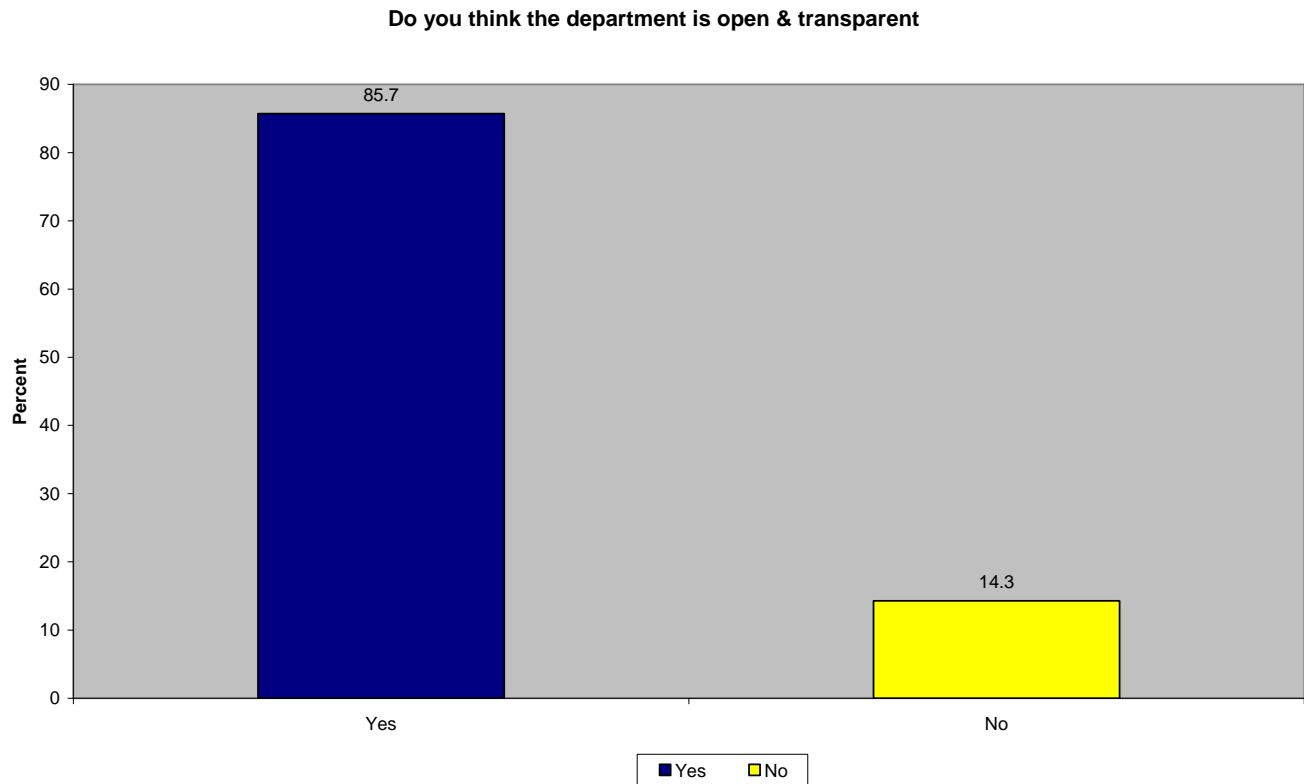**Do you think the department is open & transparent**

Figure 62: Transparency

It is encouraging to note that the vast majority of the respondents, eighty five point seven percent (85.7%) regard LEDET as being open and transparent, whilst only fourteen point three percent (14.3%) do not think so.

7.9   Redress / Complaints / Value for Money

Redress is a cornerstone principle of Batho Pele.   Redress is also linked to accountability in the sense that an organization has to have an ethos of accountability for it to take customers' complaints seriously by redressing them.

It is inevitable that every organization will have its own fair share of complaints from its customers, however what sets organizations apart from each other is how they address customer complaints.   The Batho Pele White Paper is emphatic on the need to not just

redress customer complaints but it is also equally important to ensure that redress is carried out in a fair, confidential and speedy manner as well.

Problems experienced in the department

Figure 63: Problems experienced when accessing LEDET services
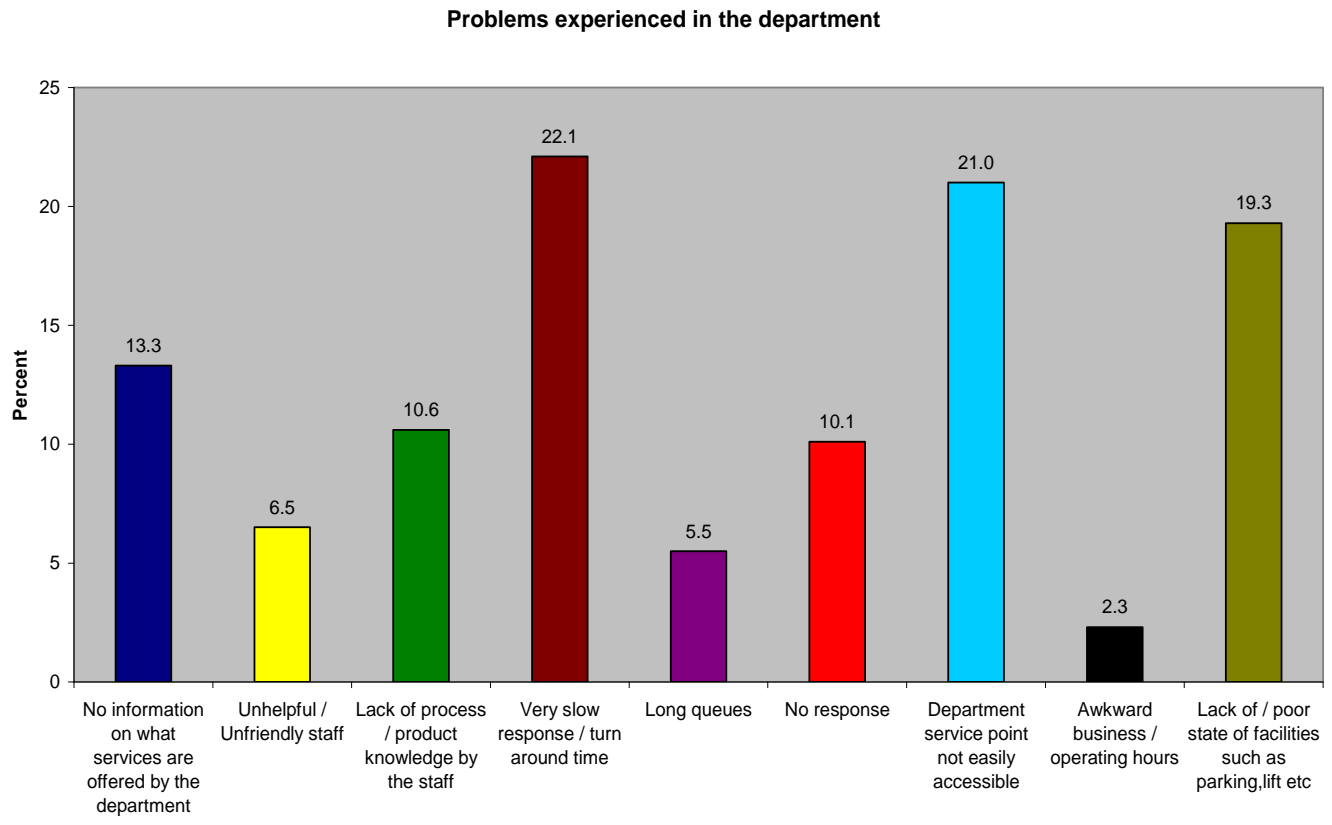
Figure 63 above indicates that customers do indeed experience various problems when accessing services at LEDET. These service challenges include very slow response or turn around times, lack of or poor state of facilities such as parking etc; inaccessibility of LEDET's service points (this could also imply LEDET's lack of consistent presence at Thusong Centres).
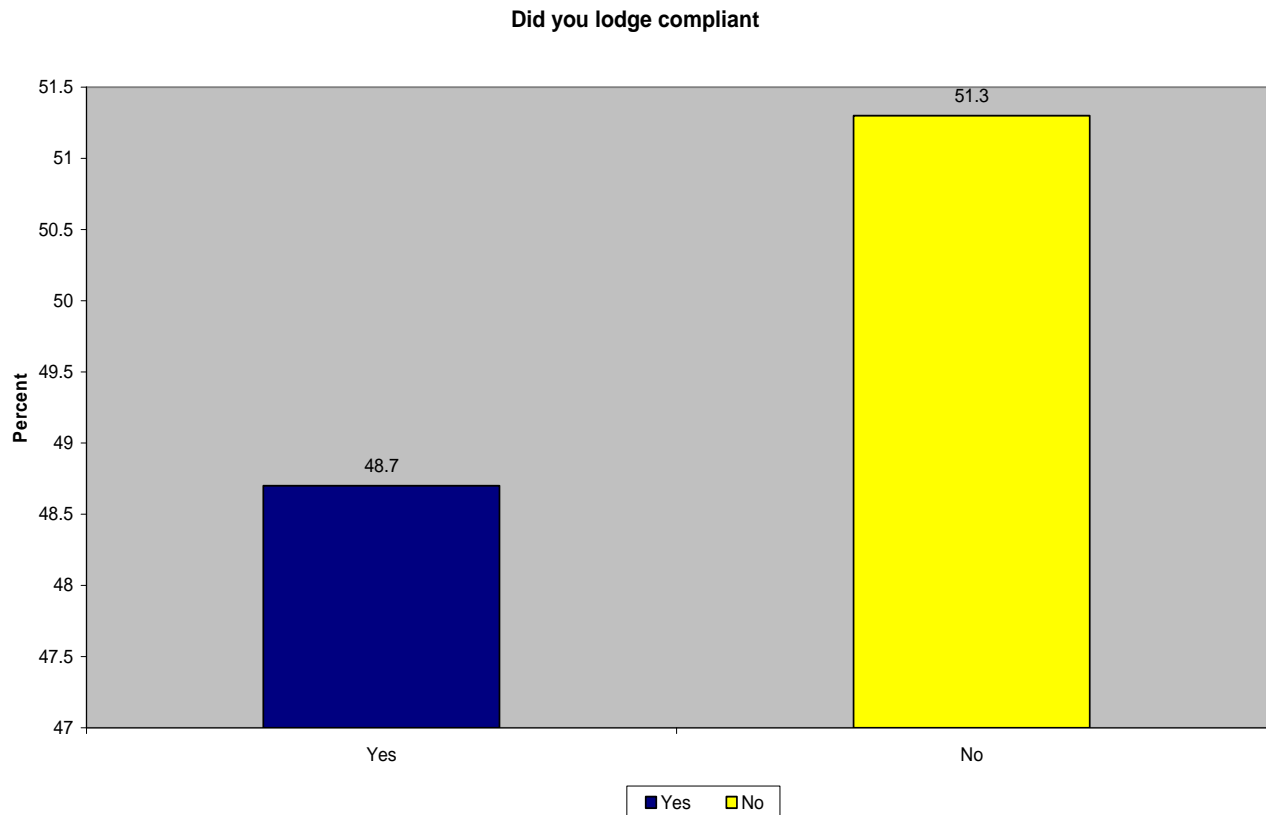
Did you lodge compliant

Figure 64: Lodging complaints

7.9.1   Lodging of complaints

Out of a total of eight hundred and twenty one (821) respondents, the majority, four hundred and twenty one (421) (this represents fifty one point three (51.3%)) indicated that they did not lodge a complaint when experiencing poor service at LEDET. On the other hand, four hundred (400) indicated that they have lodged a complaint.

7.9.2   Method of lodging a complaint

It was important to also ascertain the method (s) preferred by customers to lodge their complaints. Ascertaining the method is important for LEDET as the information could assist in leveraging and optimizing complaints and redress mechanism and thereby making the process of complaints lodging convenient for the customers.
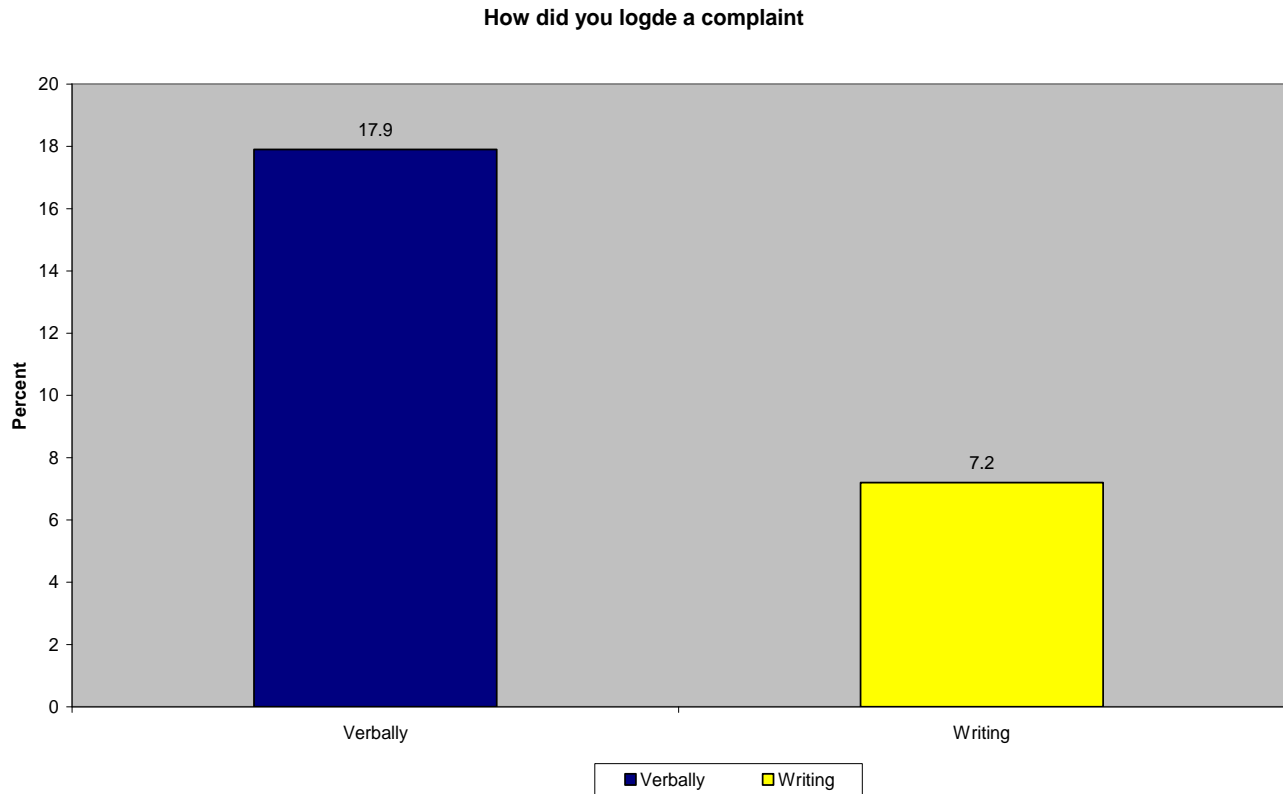
How did you logde a complaint

Figure 65: Method of lodging complaints

It is clear from figure 65 that the majority, which is two hundred and ninety (290), just complained verbally to the Department, whilst only one hundred and seventeen registered their complaints in writing.

Based on the findings as depicted in figure 65, LEDET needs to create more awareness to its customer on various mechanisms of complaints lodging and redress. The reason for just complaining verbally could be that the customers are not aware on the various mechanisms in place for lodging complaints.   The limitation with just lodging complaints verbally is that it becomes difficult to monitor if indeed the complaints have been addressed and if so whether successfully or not.

It is also difficult to hold officials accountable and responsible if there is no documented complaint against them or the department in general.

Furthermore, documented complaints also makes easier to hold the officials attending to the complaint accountable.

7.9.3   Effectiveness of addressing complaints

Was complaint addressed satisfactorily
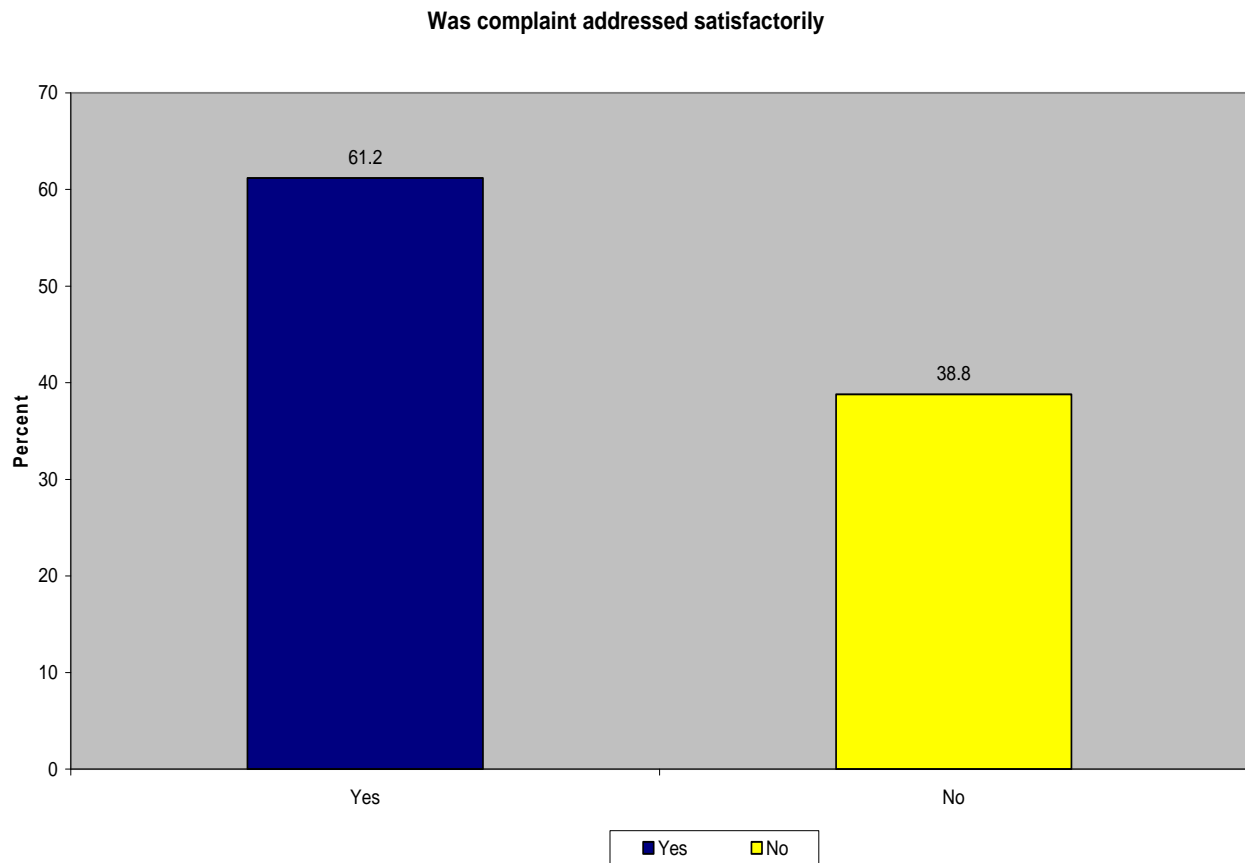
Figure 66: Addressing complaints satisfactorily

Figure 66 above indicates that for the majority of the respondents, their complaints were addressed satisfactorily. Out of three hundred and seventy four (374) customers who responded to this question, two hundred and twenty nine (229), which is sixty one point two percent (61.2%) indicated that their complaints were addressed satisfactorily. However, one hundred and forty five (145), which represents thirty eight point eight percent (38.8%), indicate that their complaints were not satisfactorily addressed.

7.10 alue for Money

It could therefore also be assumed that, because the majority of the respondents are happy with the LEDET's services in general, LEDET customers generally think that they are getting value for money.

Chapter Seven has provided the findings of the external CSS. Generally, most the findings are positive for LEDET. However, there are also gaps that ought to be addressed in order to ensure that LEDET provides even better quality services than it currently does – according to the survey. Detailed suggestions, in a form of recommended (in Chapter Nine) are provided on how to address the key challenges identified as result of the external CSS findings.

PART D: RECOMMENDATIONS

Part D of this report focuses on the both the internal and external CSS recommendations. Chapter Eight focuses exclusively on the internal CSS recommendations, whilst Chapter Nine focuses on the external CSS recommendations.

CHAPTER 8: INTERNAL SURVEY RECOMMENDATIONS

As already noted under Part A, Chapter One of the Executive Summary, the internal recommendations are divided into two broad categories, namely, "quick-wins" and medium to long-term.

Quick-win recommendations are those recommendations that can be implemented by LEDET within a relatively short period of time without also incurring significant financial costs. This should not suggest that quick-wins are less important recommendations. In fact, quick wins are psychologically and symbolically important as they serve to demonstrate to the customers and staff in general, that the issues raised in the survey are taken seriously and are therefore also being addressed. Therefore addressing quick-wins generally tends to inspire and galvanise staff and customers alike.

8.1 Quick-wins

81.1. Each directorate should develop, publish and popularize its own Service Standards Charter for its internal customers. This will send a very unambiguous and powerful message to the internal customers that they are being taken seriously as internal customers.

Publishing service standards would also put positive pressure on each Directorate by ensuring that standards and promises are indeed met and maintained. Furthermore, by publishing service standards, Directorates would be engendering a culture of openness and accountability – which are critical elements of not just Batho Pele but good governance in general

8.1.2   Heads of Directorates should be held accountable for ensuring that their Directorates meet and maintain the service standards as published in their service charters. This should be enforced through performance agreements

8.1.3   As part of embracing the practice of continuous performance improvement (CPI) technique, LEDET should explore the possibility of each Directorate conducting regular "mini" customer surveys. This can be done by using simple , one-pager self administered questionnaires monthly or quarterly as part of gauging internal customers's satisfaction levels

8.1.4   As part of complementing monthly or quarterly "mini" customer satisfaction surveys, each Directorate should have its own suggestion box. For instance, IT , finance, HR, Employee Wellness should have their own suggestion boxes

8.1.5   Each Directorate should publish or communicate with staff or internal customers quarterly how it plans to address issues raised through the mini survey or the suggestion boxes

8.1.6   Physical working conditions particularly of LEDET staff based at Nature Reserves and District Offices should receive urgent and decisive intervention. Basic infrastructure such as telephones, faxes, photocopying machines should always be in working

conditions. Not resolving such challenges leads to low staff morale and therefore low performance and service standards

8.1.7   Leadership /   Management – this in fact, refers to the entire SMS cadreship, should be seen to be leading by example in practicing the spirit Batho Pele.

8.2   Medium to Long Term

Medium to long term recommendations are recommendations that would normally take over at least over six months to implement and could also have significant financial implications.

8.2.1   Some of the findings revealed by the internal CSS are just symptoms of deep seated and underlying organizational climate related challenges. Therefore, LEDET needs to acknowledge that in order to find sustainable and long-lasting solutions to findings, the "root" causes should be addressed through appropriate organizational design and change management interventions. During the execution of the CSS, the research team could sense that there are serious organizational climate issues facing LEDET. The responses to some of the questions in the questionnaire are also testimony to the research team's anecdotal evidence.

It is therefore recommended that LEDET should as a matter of priority conduct a climate survey in order to conduct a systematic and structured diagnosis of the underlying challenges facing the Department.

8.2.2   A comprehensive change management intervention addressing the key issues emerging from the climate survey, should also be implemented

8.2.3   All staff should attend a course on Batho Pele or customer service, especially those staff members who interface with the clients directly. This will go a long way in engendering a customer centric culture and the spirit of Batho Pele in general. Currently some staff members think that Batho Pele is the responsibility of only some staff members, whilst some think that they have, "nothing to do with Batho Pele". Batho Pele should be integral to every LEDET staff members' way of working.

In Chapter Eight, an attempt has been made to provide a comprehensive outline of the key recommendations, based on the internal CSS, which if implemented, would go a long way in addressing the challenges that emerged from the CSS findings.

CHAPTER 9: EXTERNAL SURVEY RECOMMENDATIONS

The recommendations of the external CSS are divided into quick-wins and medium to long term. The meaning of , "quick wins" and medium to long term recommendations has already been explained under the Executive Summary and Chapter Eight.

9.1. Quick Wins or Low Hanging Fruit

9.1.1   All LEDET staff should wear name tags as part of enhancing accountability to the public and complying with the Batho Pele White Paper and the Batho Pele Revitalisation Strategy

9.1.2   LEDET should have a structured and formal approach of ensuring that there are LEDET officials deployed at Thusong Centres at all times during business hour

9.1.3   Whilst LEDET has commendably developed and published a booklet on Service Standards, it needs to simplify them so that they can be easily understood by the public at large

9.1.4   Service Standards must be displayed at each LEDET's offices, Thusong Centres, and the website. At the LEDET offices, the Service Standards Charter should be displayed ideally at entrances or reception areas where the charter will be visible to the public at large.

9.2 Medium to Long Term

9.2.1 LEDET should conduct an organizational climate survey as part of diagnosing the underlying factors leading to low morale among other challenges identified during the survey

9.2.2 A change management intervention should also be implemented based on the outcome of the organizational climate survey

9.2.3 LEDET should improve the efficiency of its customer databases such as those for liquor license application, hunting permit application, by regularly updating them

9.2.4 LEDET needs to implement a formal and structured complaints monitoring system in order to ensure that customer's complaints are addressed effectively and timeously. This is normal practice in organizations that are service centric. Each Directorate head should take responsibility for ensuring that customer complaints for his or her Directorate are addressed on time and effectively

9.2.5 LEDET should identify critical customer or service intensive processes such as liquor license application and make these processes shorter and quicker through interventions such as Business Process Reengineering (BPR) LEDET should strengthen its marketing efforts regarding its existence, mandate and service offerings

9.2.6 Furthermore, LEDET should encourage the automation of key processes/services such as liquor license and hunting permit applications this will improve turn around time and general efficiencies of managing the processes

9.2.7 There should be better coordination and monitoring of the Department's projects/interventions and service delivery in general to ensure not only better efficiencies, but to also ensure better, more and relevant **impact** and **outcomes** of projects and service delivery in general. It is recommended that the Office of the Head of Department could perhaps take charge of this responsibility

9.2.8 Performance Agreements (PAs) should be strengthen by ensuring that staff is held accountable for performance through PAs. This will go a long way in engendering a culture of taking responsibility and accountability for one's job and deliverables. This should ultimately result in service delivery improvement

9.2.9 There should be a seamless and collaborative marketing approach and customer education between LEDET and its SOEs. This will partly address the issue of external customers being confused by which LEDET SOE offers what services

9.2.10 LEDET and its SOEs should also ensure that their marketing drives include strategies that target respective and specific market segments such as youth, emerging entrepreneurs so that these diverse market segments' needs are specifically addressed.

It must also be noted whilst some of the findings are not so positive, LEDET nevertheless needs to be commended for its efforts of ensuring compliance to the requirements of the BP White Paper. For instance, LEDET has been diligently and consistently developing and publishing a booklet on Service Standards and Citizen's Report among other important BP compliance requirements.

The challenge for LEDET is to continue to improve and strengthen some of its initiatives. For instance, whilst LEDET has been publishing service standards, the respondents are however

not aware of them. This means whilst LEDET has done some work in this regard, the challenge is that a lot needs to be done to create more awareness about the service standards. Furthermore, the service standards themselves can also be improved by ensuring that they are easy to understand and reader friendly for the average customers of LEDET.

PART E: CONCLUSION

This report has demonstrated the centrality of the role of LEDET in the socio-economic development of the Limpopo Province. Even more importantly, the report has argued and demonstrated that key to LEDET effectively achieving its mandate, is the need for it to ensure compliance to the Batho Pele White Paper and thereby improving its internal efficiencies.

The report has also emphatically demonstrated the importance of ensuring that for LEDET to improve the levels of customer satisfaction of its external customers – and thereby improving service delivery in general, there is also a compelling need to first ensure that its staff, should first and foremost be treated as internal customers in their own right. Internally focused customer service and satisfaction is just as important as external customer service. The report subscribes to the axiom, "happy staff leads to happy customers".

By paying special attention to the needs of internal customers, this report also argues that customer service issues are fundamentally anchored within the institutional and organizational climate issues. In other words, issues and challenges that appear to be simply about customer service at face-value, have their roots in other underlying and deep-seated issues such as organizational culture, employees' conditions of service etc. As a result, any intervention aimed at improving customers' levels of satisfaction and customer service in general should address these issues holistically and systematically. This includes looking at the root cause of poor service delivery – and that is largely issues such as leadership style, culture of reward or lack thereof, levels of motivation of staff etc . Such issues are often referred to as, "soft issues".

Whilst for practical, functional and readability purposes, this report is divided into two broad sections, namely internal and external survey, it should be borne in mind that internal and external dynamics of service delivery are not mutually exclusive and therefore solutions to the internal and external customer satisfaction should be addressed in a systemic and holistic fashion.

The report has also indicated that LEDET has commendably made significant strides in improving service delivery, and yet there is still "room" for significant improvement. As result, the research team has attempted to assist LEDET to address the identified challenges by providing practical recommendations that could be quickly and easily implemented. Such recommendations are dubbed, "low hanging fruit" or "quick wins". On the hand, the report acknowledges that some recommendations can only be implemented in the medium to long term – partly because of the financial and logistical/practical considerations.

It is also important to note that there was no overwhelming negativity from both the internal and external customers towards LEDET. This indicates that indeed LEDET has made progress in improving service delivery in general. Needless to say, this does not however mean that there are no negative findings. Furthermore, this does not mean that LEDET should be complacent and only focus on addressing the negative findings. LEDET should continuously work on improving all aspects of the organization in a holistic fashion – human, processes, technology, culture, governance/legislative/regulatory, back-office, front-office etc – in order to improve service delivery. Service delivery improvement is a process not an event.

The report has also emphasized the need to for LEDET to pay particular attention to the working conditions of employees in the district and nature reserves. There is a general

feeling and perception by employees at nature reserves and district offices that they are being neglected and as a result, their levels of motivation and morale are generally low – comparatively speaking. Employees at the district and nature reserves are in fact, at the coal face of service delivery . They are literally the "foot soldiers" of service delivery.

It is therefore critically important that their plight is addressed given that they are the "face" of the Department. It is at the nature reserves where a significant number of external customers interface with LEDET. If customers get poor service and therefore bad experiences, due to for instance demotivated staff, the reputation of the Department would be severely compromised.

It is therefore important that LEDET implements these recommendations, if it is to continue to harness its ability to deliver on its crucial mandate.

PART F: ANNEXURES

The following is a list of annexures of the CSS Report

Annexure	Name / Title of Annexure
A	Service Catalogue Matrix
B	Sampling Strategy
C	Internal CSS questionnaire
D	Intranet CSS advert
E	External CSS questionnaire
F	Frequency Tables – Internal CSS
G	Frequency Tables – External CSS